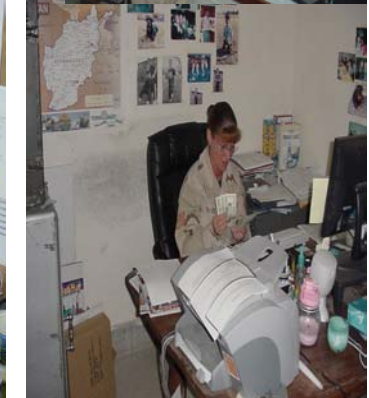


AFH 65-115 15 NOVEMBER 2005

FINANCIAL MANAGEMENT & COMPTROLLER

Guide to FM Expeditionary Deployments



**BY ORDER OF THE SECRETARY OF
THE AIR FORCE**

AIR FORCE HANDBOOK 65-115

15 NOVEMBER 2005

Financial Management & Comptroller



GUIDE TO FM EXPEDITIONARY DEPLOYMENTS

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This handbook implements Air Force Policy Directive (AFPD) 65-1, Management of Financial Services. It provides a fundamental understanding of the supporting and supported roles Air Force Financial Management (FM) plays in our Expeditionary Air Force (EAF). Through this handbook, FM improves its corporate knowledge and ultimately increases deployment preparation and real-world capabilities to support our Airmen. Its goals are to instill the warrior mindset within the FM community and provide a common voice of what we bring to the fight. Remember, our role as financial managers is to provide the money...the lifeblood of our mission...to *Finance the Fight!*

This handbook applies to all Air Force FM personnel, including Air Force Reserve Command and Air National Guard units and members, regardless of rank, grade or level of command.

Ensure that all records created as a result of processes prescribed in this publication are maintained IAW AFMAN 37-123, (to become AFMAN 33-363) *Management of Records* and with the *Air Force Records Disposition Schedule (RDS)* located at <https://afrims.amc.af.mil>.

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BACKGROUND

Purpose. The material contained in AFH 65-115 implements AFPD 65-1, Management of Financial Services. FM supports the accomplishment of the air and space mission by providing necessary financial analysis and service capabilities. FM support is also important to the morale and welfare of the deployed force. This publication:

- Provides a single source document for FMers, commanders and staff.
- Describes the key role of FMers across the range of air and space operations.
- Provides information to assist FMers in supporting the overall mission.

FMers must be involved early in the process to clearly define and assist successful integration of support to the commander. FMers support mission accomplishment by providing agile combat support (ACS). ACS is the timely concentration, employment, and sustainment of air and space power. It is crucial to meeting the demands of today's rapidly changing environment.

Combat support must have the capability to quickly and continuously focus support activities and resources. The need to establish operations in days instead of weeks or months and to support massive operations, executed at lightning speed with almost daily changes in requirements, demands a combat support capability that is responsive and flexible. ACS enables air and space capabilities to accomplish mission objectives across the spectrum of military operations. It ensures responsive expeditionary support for right-sized forces in operations. FMers, as top advisors to commanders, must focus on war fighters' needs while providing necessary financial management capabilities when and where required.

FMers are responsible to ensure commanders understand the importance of integrating financial management support with mission needs in order to successfully execute operations. The FMer must be involved in all aspects of planning and needs to be in attendance for all phases of the combat support process: preparing, protecting, positioning, employing, sustaining and recovering the force.

The FMer makes resources available when needed and assists the commander in maintaining fiscal responsibility. By applying resources with optimum balance among mission, infrastructure and people programs, FM provides leaders with a higher fidelity of financial information and decision support.

The financial management **objectives** are to ensure ACS is successful as a key core competency and enabler of air and space power. The establishment of common financial management objectives assists in ensuring both unity of effort and prudent use of resources in support of the mission. The two main objectives are:

- To ensure resources are available by providing funds in the most efficient manner and preventing shortfalls and administrative bureaucracies from compromising mission success.
- To aid the commander in maintaining their fiscal responsibility by conducting detailed financial management planning, tracking and coordination of efforts.
- To aid planners and analysts in projecting costs, forecasting needs and requesting funding.

In order to efficiently support the mission and accomplish objectives, FM is composed of two core functions: financial analysis (resource management) and financial services.

The execution of the financial analysis function includes the following elements:

- Providing budget advice and recommendations to the commander.
- Developing and coordinating resource requirements and financial plans.
- Identifying sources of funding.
- Determining costs to include economic analysis.
- Acquiring and distributing funds.
- Analyzing and reporting costs and obligations.
- Reviewing and assessing reimbursement procedures.
- Establishing management control processes.

The financial service function provides necessary funds to conduct contracting and vendor payments (accounting liaison) and the pay support needed by deployed personnel. The essential elements of finance service operations include:

- Financial advice and recommendations.
- Supporting the procurement process.
- Pay support.
- Banking support.
- Travel and entitlement support.
- Disbursing support.

At all levels of involvement, it is crucial for FMers to understand the mission and the objectives of FM support to the accomplishment of the overall aerospace mission. By providing proper stewardship of resources, FM will accomplish the objectives to support the mission.

Scope. The handbook is organized from the conceptual “big picture” down to the hands-on, task level details of who, what, when, where and why FM deploys. It discusses our role within the context of Air Force operations. Joint operations are covered in Joint Pub 1-06, *Joint Tactics, Techniques, and Procedures for Financial Management During Joint Operations*. This handbook refrains from covering “how” we perform our combat support functions—saving those words for formal and hands-on training materials.

This document discusses *Command Structure* and *Organizational Relationships* in order to provide a backdrop for how we organize to deploy today and define our key relationships at the operational and tactical levels. We recognize the conceptual level addressed in the command structure; however, readers may find practical use for the command structure discussions found on page 9, *Where FM fits in*.

The portions on *Determining Wartime Requirements* provide a fundamental understanding of the FMer as war planner in order to organize our personnel to perform the combat support role.

Home Station Support plays a two-fold role. First, it covers our on-going roles in preparing, supporting and recovering our FM personnel for their deployed mission, including an overview to training. Then, it extends the home station FM role to supporting the wing and warfighter before, during and after deployment.

Finally, the portion on *Employing FM Capabilities* describes the concept of Force Modules and the financial management mission capabilities in action at all phases of combat support operations at a deployed site.

As you prepare to read on, keep in mind that the Expeditionary Air Force is what we are today. Combat-ready, FM Airmen is who we are. This handbook was developed by no fewer than 50 of your colleagues who have had the opportunity to deploy before you. They didn't have all the insights and experience to be successful prior to their deployments, but they grew while in the position. You will, too! Most of all, the many contributors to this handbook wish you a successful deployment and a safe return to home.

Introduction. A senior FM officer, recently returned from command under fire, provided the following comments: *"Make no mistake FMers: The primary reason you are employed by the U.S. military is to fight and finance our nation's wars. It is likely that you will experience combat operations while you are in FM and you need to have the tools necessary to meet the challenges. Deployment is a way of life in today's Air Force and is an inherently dangerous business. You are employed to meet those challenges. This book gives you guidelines for consideration; it DOES NOT cover every situation that you will run across and you need to be prepared to make often times far reaching financial decisions while in a combat situation. You need to be aggressive, involved and"*

"Let me restate my point a different way for emphasis. This is a place where we should set realistic expectations, punctuated with potential intensity, and tell FMers that they may or may not have the deployed commander's attention. Like me, the commander may be too busy with the war and a Captain may often be the decision making authority on FM issues."

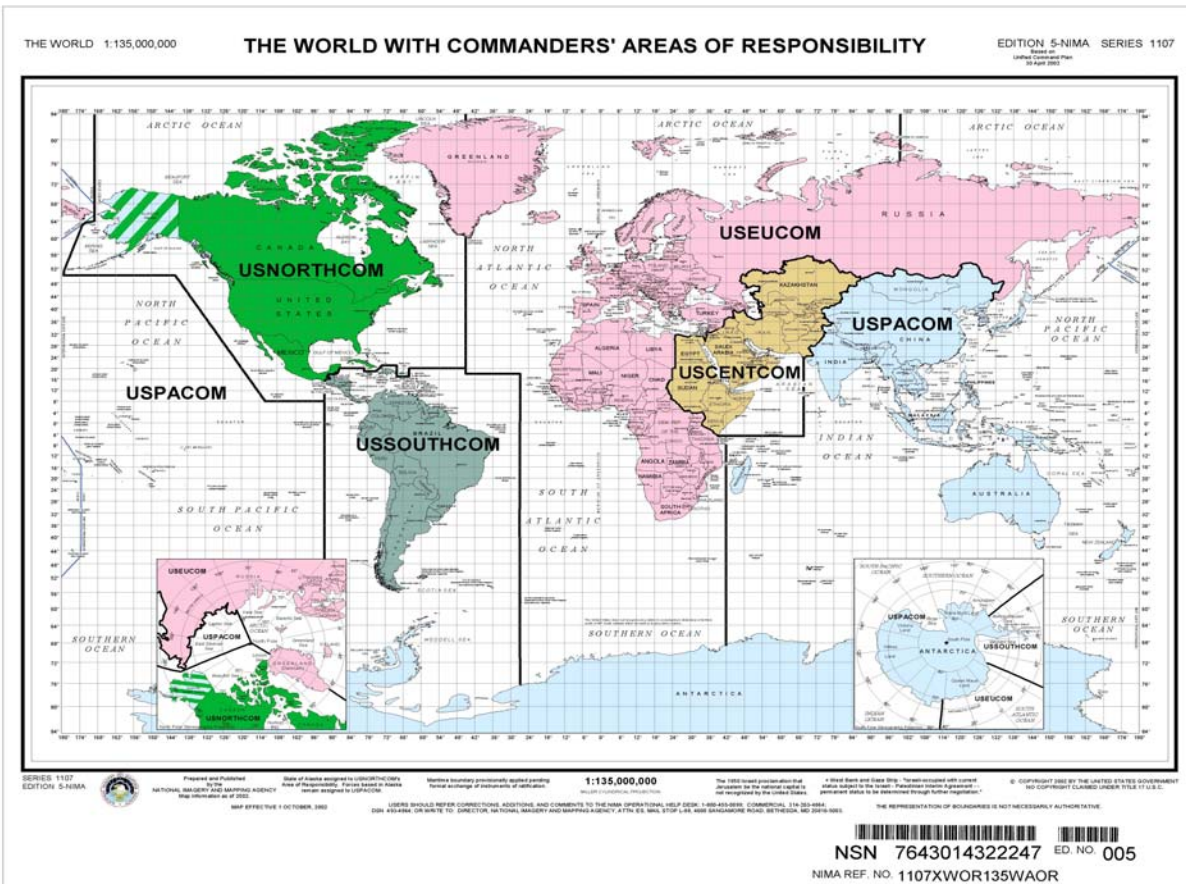
A complete read of this document will provide the breadth of understanding for deployed and expeditionary financial management. The portions discussing *Organizational Relationships*, *Home Station Support* and *Employing FM Capabilities* will be most valuable as an overview to task-level responsibilities.

Chapter 1

COMMAND STRUCTURE

FM integration into an organizational structure should be responsive to different functions, responsibilities and missions. Unity of command and clear understanding of decision authority as it relates to financial responsibility within the organizational structure is crucial to efficient, effective support; thereby ensuring clarity in command structure and organizational relationships. ACS allows combatant commanders to improve the responsiveness, deployability, and sustainability of their air forces. ACS substitutes responsiveness for massive deployed inventories.

Figure 1.1. Combatant Commanders' Areas of Responsibility (AOR).



Supported And Supporting Commands. The combatant commanders will have air components assigned to them. These include USCENTAF, SOUTHAF, USAFE, PACAF, etc. Air components are sometimes referred to as the supported command or the service component command. The Air Force Forces (AFFOR) assigned to the combatant commanders will be led by the Commander, Air Force Forces (COMAFFOR).

The COMAFFOR is the officer designated as commander of the Air Force component to a combatant commander and is responsible for providing and producing combat support to deployed air forces. The service component is responsible for ensuring essential support for assigned or attached forces to a joint command.

The COMAFFOR receives combat or operational directions from the combatant commander and has two separate chains of command:

- War fighting or Operational Control (OPCON) from a combatant commander
- Service support or Administrative Control (ADCON) from the Air Force Major Command (MAJCOM)

The COMAFFOR receives service support and responds to ADCON orders from the servicing MAJCOM. By law (Title 10 USC) and DoD policy (Unified Action Armed Forces, UNAAF), OPCON takes precedence over ADCON.

Supporting commands provide augmentation forces or other support to a designated supported command. Under some circumstances, a command may be a supporting command for one contingency while being a supported command for another. Understanding organizational relationships is important because FM personnel may be required to work hand-in-hand supporting forces from sister services (joint operations) or strategic global partners (multi-national operations). Figure 1.2 contains the overall planning community and interrelationships.

Figure 1.2 Joint Planning and Execution Community.

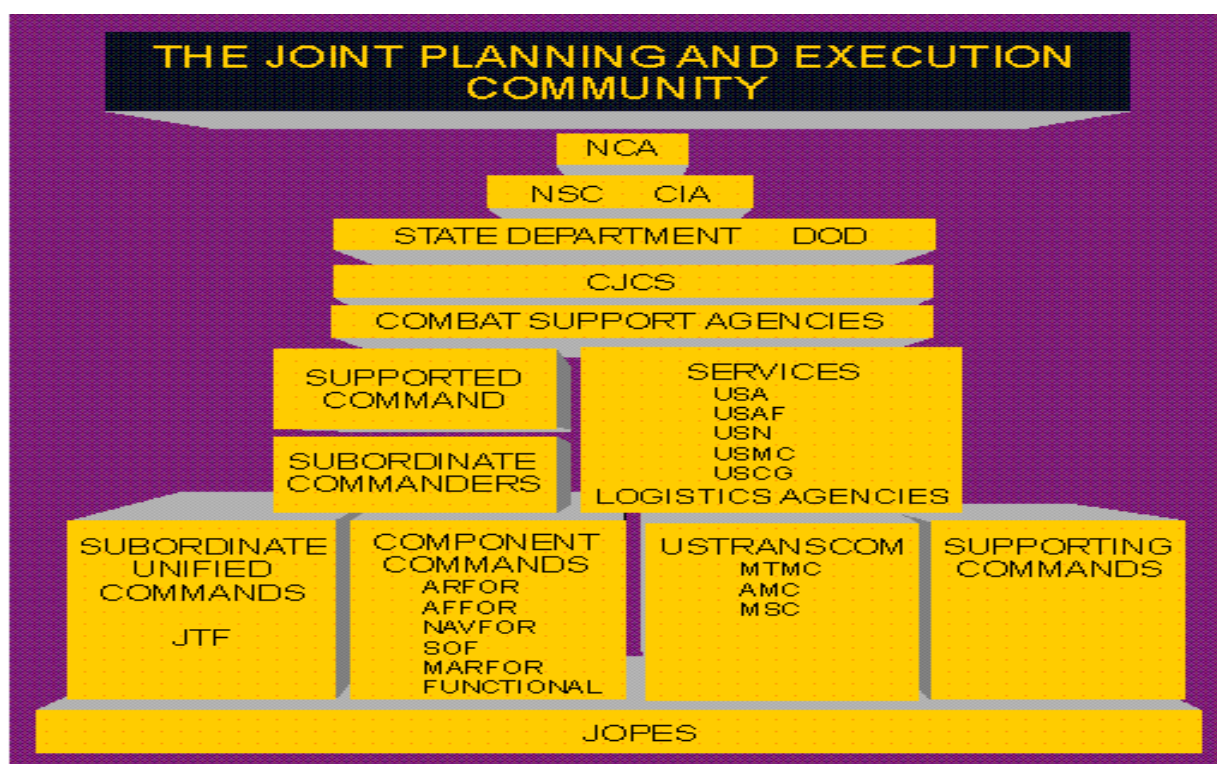
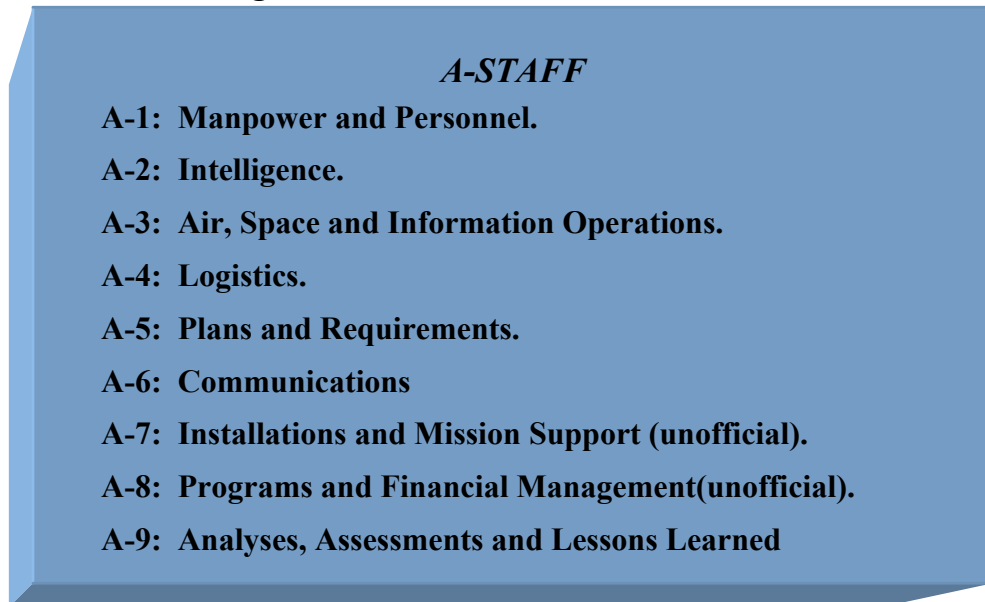


Figure I-3. The Joint Planning and Execution Community

* The acronym NCA is obsolete. "President and/or Secretary of Defense, as appropriate, should replace it.

AFFOR Staff (A-Staff). The AFFOR headquarters should be comprised of normal staff directorates as well as a special staff. The A-staff structure is used instead of the “traditional” US Air Force staff designations (DO, LG, SC, etc.) to more readily identify the Air Force component staff equivalents of the corresponding J-staff functions on a joint staff. The A-Staff structure is found in Figure 1.3.

Figure 1.3 The A-Staff Organization.



AFFOR combat support staff elements coordinate with Joint Force J-staff organizations to:

- Participate in all decision making and planning.
- Synchronize combat support with operations.
- Develop detailed combat support plans.
- Establish a joint combat support architecture.
- Ensure unity of combat support effort.
- Organize for continuous operations.
- Maintain flexibility.
- Integrate national and theater combat support.

In some instances, the AFFOR A-staff may include Forward and Rear echelons: AFFOR-Forward and AFFOR-Rear.

Where FM Fits In. FM is usually assigned a special staff designation or may gain its own A-designation under the COMAFFOR. At the installation level, FM usually works directly for the site commander.

In a deployed environment, the FMer needs to have a clear understanding of the chain of command (who is the boss) and the functional chain of support for FM issues (who provides the

funding {budget and cash authority} and financial policy). When finance or budget questions arise, they need to channel those issues through the supported command's functional chain of support. The AFFOR-Forward FM will provide guidance or request assistance from the AFFOR-Rear FM (if separately designated).

Figure 1.4 Theater Comptroller Support.

FM Support at the Operational (Theater) Level. Support within the theater covers the needs for overarching operations and standardized functions at the operating bases under AFFOR control. The lead FM serves as the senior financial advisor to the COMAFFOR and to FM reps at each base in the AOR.	
FM Support to COMAFFOR. Manages the big picture for all funding support to the COMAFFOR; interpreting policy and offering financial policy options for AFFOR to meet the mission objectives.	FM Operations in the Theater. Executes FM oversight across all sites and locations within the area of responsibility; implementing contingency financial policy to support funding and cash operations.

FM Support to the COMAFFOR: Big picture items include serving as the technical advisor for all financial issues as well as the liaison with numerous other functional areas. The AFFOR FM also establishes policy and direction to review and manage current year execution while also costing the impact of operations and sourcing funds to meet the mission. After funding is received, the lead FM keeps operations within the given budget authority and coordinates support from MAJCOM and other government agencies while also keeping higher headquarters (HHQ) informed of current financial status.

In addition, AFFOR FM responsibilities include reviewing FM impacts to operational plans (OPLANS) or operational orders (OPORDS). To ensure proper accounting and reimbursement, supporting commands and other government agencies will be given economic analyses and accounting reports. Typical examples of types of money or reports needed are: Mil-to-Mil and Traditional Combatant Commander Activities (TCA); Combatant Commander Initiative Funds (CIF), Assistance in Kind (AIK), Foreign Military Sales (FMS), Cooperative Threat Reduction, Warsaw Initiative Fund (WIF), Joint Chief of Staff Exercise Funding, or Official Representation Funds (ORF).

FM support to the COMAFFOR is a macro-view for the AOR that differs from FM operations in theater by the scope of responsibility and level of detail.

FM Operations in Theater: These functions take the policies and directives established at the AFFOR-level and apply them at "base"-level within the AOR. FM oversight up-channels status of funds information for AFFOR consolidation and allows the AFFOR FM to leverage resources at multiple locations to meet the mission. By controlling AF funds, proper stewardship of funds is maintained at the lowest level. Operationally, the AFFOR FM may require various reports from its bases to have oversight to the following functions: disbursing authority, accounting responsibility, financial services support, manpower utilization, prudent use of resources, and working with the local banking institution for cash and limited depository account functions.

Chapter 2

ORGANIZATIONAL RELATIONSHIPS

The FM staff is included in the Expeditionary Combat Support (ECS) capabilities provided to the COMAFFOR. ECS includes the essential capabilities, functions, activities, and tasks necessary to employ and sustain all elements of air and space operational forces in a deployed location. (In practical terms, ECS capabilities are the wing organizations that provide base infrastructure and support). ECS provides those capabilities associated with deployment, reception, beddown, employment, sustainment, and redeployment in support of Air Force or joint operations. ECS provides essential support while minimizing the forward footprint. The AF provides the capability thru force modules, which will be covered in chapter 6. The operational mission, environment, resource availability and criticality, and risk management determine the support provided.

Partnerships must be formed with other ECS functions to ensure a good working relationship and facilitate coordination and ensure effective accomplishment of the FM duties and responsibilities.

Below is a list of ECS organizations and some of the requirements typically coordinated with them:

Contracting: FM and Contracting form a critical team to provide supplies, equipment and services at a deployed location. It is arguably the most important FM relationship in the deployed environment.

Contingency Contracting Officers (CCO) are appointed by and responsible to the COMAFFOR or site commander for the contracts they award and manage while deployed. The CCOs:

- Locate vendor bases within and near the mission area.
- Identify supplies, services and equipment available from the local economy.
- Advise the commander how to leverage this commercially available support.
- Are the only person authorized to obligate the United States government.

The CCO procures while FMers perform the budgeting, accounting and disbursement functions. This provides proper separation of the contracting and paying function for purposes of internal controls. Together, they establish and maintain the buying process, including:

- Validating and refining the requirements of other ECS capabilities such as Civil Engineering and Communications and Information Management
- Developing a Procurement Strategy, including:
 - Determining on-site procurement or reach-back purchases within the AOR.
- Deciding on payment strategies, including:
 - Use of the Government Purchase Card (GPC).
 - Leveraging automated payment capabilities.

- Exercising hard currency payments.
- Use of Limited Depositary Accounts (LDA)

Specific documents that require CCO coordination include:

- Air Force Form 4009, Government Purchase Card Fund Cite Authorization.
- Air Force Form 9, Request for Purchase.
- Blanket Purchase Agreements (BPA)
- Standard Form 44, Purchase Order – Invoice Voucher

The COMAFFOR may establish expeditionary regional contracting centers (ERCCs) to support one or more operating locations. ERCCs increase flexibility, align in-theater CCO assets to vendor bases, increase effectiveness, coordinate and consolidate negotiation leverage, improve ability to allocate scarce resources, prevent duplication of effort, and reduce personnel tempo. An ERCC can support multiple deployed locations within the same country or region as well as remote deployed locations that are heavily dependent on commercial and/or military transportation. If ERCCs are used, portions of the FM function, particularly financial analysis and disbursing support, should join forces at the ERCC to expedite payments. Additionally, FM and contracting liaisons should remain at each operating location to facilitate service from the ERCC. More information on contingency contracting can be found in Joint Pub 1-06, Appendix 2.

Personnel: When it comes to paying our Airmen the additional compensation due them for their sacrifices, the FM relationship with the personnel function rises quickly to the top as the most important ECS capabilities for the COMAFFOR. With the goal of accurate and timely action, FM coordinates dates of deployment/redeployment activities to determine appropriate entitlements, pay, and allowances. FMers will coordinate through the supported command comptroller/personnel staff to the combatant command's J-1 (personnel staff) function regarding entitlement changes and authorizations for geographical locations. The Office of the Under Secretary of Defense for Personnel and Readiness determines the entitlements authorized for deployed sites. See Joint Pub 1-0, *Joint Doctrine for Personnel Support to Joint Operations* and DOD FMR Vol. 7A, *Military Pay Policy and Procedures*.

Judge Advocate: The Judge Advocate oversees and provides expertise and advice on issues such as host-nation support, acquisition and cross-servicing agreements, international agreements, status of forces agreements, command structure, claims, and support to civilian agencies including non-governmental organizations (NGO) and private volunteer organizations (PVO). Some of the important laws that form a basis for FM operations are listed in Attachment 1.

Logistics Plans: The Logistics Plans function implements the base support plan as directed by the combatant commander. In so doing, the entire ECS machine may be made available to the COMAFFOR or site commander to provide base support. With the entire ECS function in place, FMers may gain “functional advocacy” prior to procurement and functional management of resources after procurement. For example, the CE establishes and is responsible for all facility requirements, SC all communications requirements, LG all transportation requirements, etc. Without exercising “functional advocacy”, our customer may compromise our responsibility for stewardship. (CLARIFY STATEMENT & USE OF TERM ECS vs. ACS)

It is the responsibility of the Logistics Plans function to negotiate inter-service agreements (ISSA), host nation support agreements (HNS), acquisition cross-servicing agreements (ACSA), nongovernmental organizations and/or private voluntary organizations support, other federal agencies support and headquarters operational support, etc. After Logistics Plans negotiates the agreements, FMers develop the funding annexes to accurately identify the cost of support given or received and ensure payments are made or received.

ECS requires aggressive planning to enhance support and reduce lift requirements. Planners should analyze and assess mission requirements, the operating environment, aircraft and munitions configurations, and other sustainment requirements essential to determining minimum assets to be deployed forward. Additionally, logistics plans, FMers, and legal personnel should work closely to negotiate base operating support requirements and responsibilities with other participating sister services.

While the FM relationship with contracting is firmly rooted in fiscal and acquisition law, government-to-government payments are an emerging activity where the logistics plans function is learning the financial ropes. In addition to applying the same budgetary rules, payment and reimbursement procedures need to be established. See attachment 5 for a sample FM excerpt to the USCENAF Theater ACSA guide.

Civil Engineer Squadron: In a deployed environment. The requirements generated by Civil Engineering could account for the majority of total funding needed to provide base operating support to the wing. As such, it is important to work closely with Civil Engineering to ensure proper coordination of work order and facility project requests and enforce AFI 65-601, Vol. I, *Budget Guidance and Procedures*; AFI 32-1032, *Planning and Programming Appropriated Funded Maintenance, Repair, and Construction Projects*; and AOR policy. In addition, it may be helpful to have Civil Engineering provide a forecast of known large dollar requirements to avoid delays in obtaining funding.



Communications/Information: Secure and non-secure accesses to telephone lines and internet capabilities from the deployed location are critical to effectively support personnel. Without them, FM personnel will not be able to access financial systems, transmit financial documentation to the appropriate personnel or digitally transfer files to reduce turnaround time for FM transactions. Communications may well compete with CE as FM's biggest customer. The principle budget responsibility rests in investment equipment determinations in the area of communications systems. Consult communications programming personnel through the supported component A-6 (communications) function regarding appropriation authority. (Both FM and communications must work together to pursue the appropriate funding source). Communications purchasing advocacy is gained through the approval of a Communications-Computer Systems Requirements Document (CSRSD) from the communications functional authority (A-6 on the COMAFFOR staff and the Communications unit designee at the site level).



Security Forces: Force protection is a constant consideration for paying agents who interface with local vendors. Commanders must balance force protection considerations with agent access to the local economy. Paying agents also need support for storing and escorting cash.

Transportation: FMers should understand in-theater transportation availability and routes to effectively plan for currency movements. For ground transportation, vehicle leases and reports of survey involving vehicular losses are coordinated through the fleet manager. Guidance for enforcing lease vs. purchase decisions is found in AFI 24-301, chapter 5, *Vehicle Operations*.

Protocol: FMers must work closely with the site commander's protocol staff to ensure strict adherence to AFI 65-603, *Official Representation Funds-Guidance and Procedures*. Unless specifically authorized by the Secretary of the Air Force or designee, commanders may spend official representation funds (ORFs) only for official courtesies and purposes expressly authorized in this instruction.



Services: FMers must work closely with Services to ensure Special Morale and Welfare, Nonappropriated Funds, and Subsistence-In-Kind are properly utilized in accordance with AFI 65-610, *Guidance for Expenditures at Deployed Locations*; AFI 65-604, *Appropriation Symbols and Budget Codes*; and AFI 65-601 Vol. 1.

In today's joint and multi-national operations, partnerships must be formed with other organizations to ensure effective support is provided and cohesive working conditions are achieved. Developing good working relationships with strategic partners facilitates coordination and ensures effective accomplishment of the FM duties and responsibilities.

Other Organizations/Agencies: You may be required to work humanitarian issues with civil affairs officials. If this is the case, you may have to work with numerous non-government organizations (NGOs); International Organizations (IOs) and other government agencies.

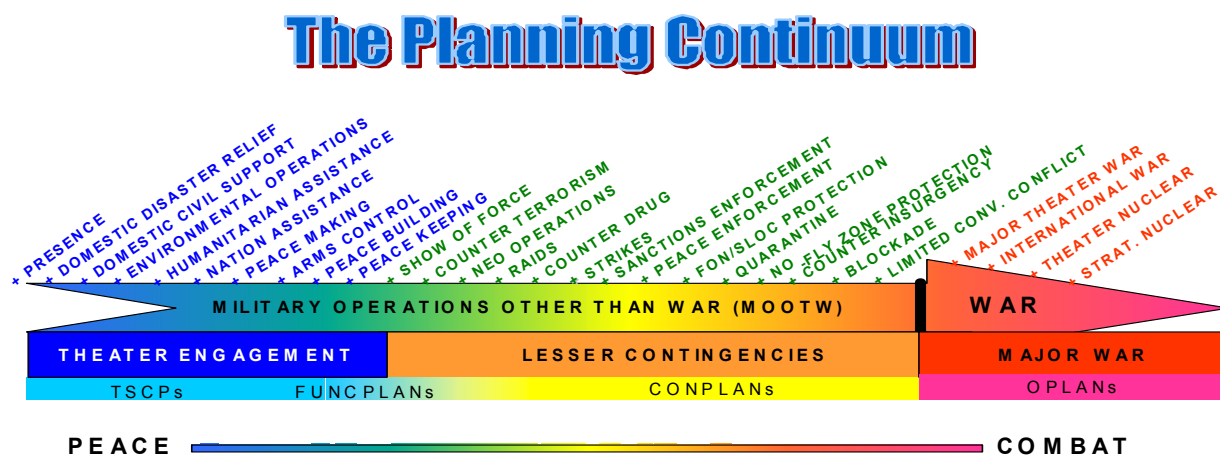


Chapter 3

DETERMINING WARTIME REQUIREMENTS

FMers deploy in support of various operations, at both peacetime and war across the planning continuum [figure 3.1]. To effectively support these operations with manpower and equipment, an understanding of the planning process will help deployed FMers understand how they arrived on scene.

Figure 3.1. The Planning Continuum.

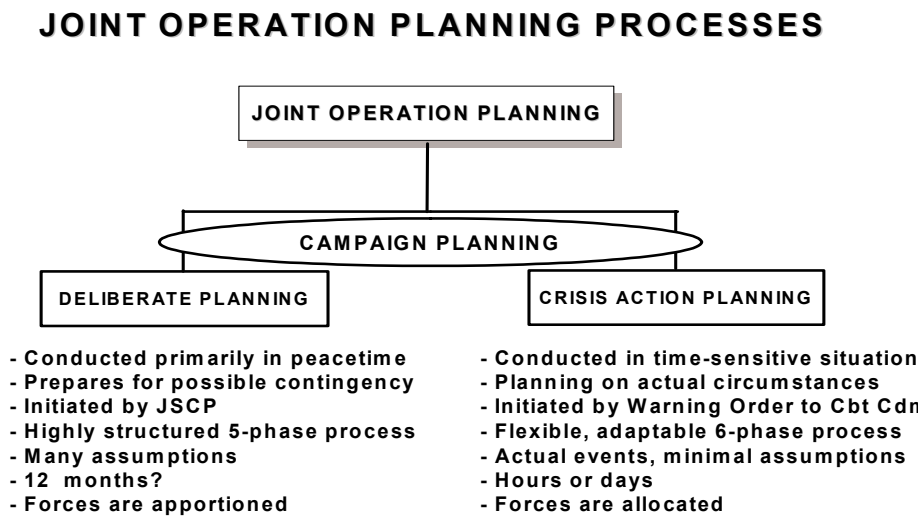


FMers must be involved early in the process to clearly define and assist successful integration of all necessary FM support to the COMAFFOR. There is no set battle rhythm associated with FM support. It is an on-going process that begins prior to an event, continues during an event and has responsibilities to the COMAFFOR and the American public after an event.

Supported Command Level. Each supported command has operation plans (OPLAN) for major war. OPLANs are prepared by combatant commanders in response to requirements established by the Chairman of the Joint Chiefs of Staff and by commanders of subordinate commands in response to requirements tasked by the establishing unified commander. An OPLAN identifies the forces and supplies required to execute the combatant commander's strategic concept and a movement schedule of these resources to the theater of operations. OPLAN development is guided by JP 5-0, *Doctrine for Planning Joint Operations*; AFRP 10-4, *Operations Planning*; AFI 10-401, *Air Force Operations Planning and Execution*.

There are two distinct planning processes: deliberate and crisis action planning. Deliberate planning prepares for a possible contingency based upon the best available information and using forces and resources apportioned by the Joint Staff. Crisis action planning is based on current events and conducted in time-sensitive situations and emergencies using assigned, attached, and allocated forces and resources. Crisis action planners base their plan on the actual circumstances that exist at the time planning occurs.

Figure 3.2. Joint Operation Planning Processes.



Crisis action planning is the only process that has an execution step. Once the decision is made to implement an OPLAN, the supported command functional area manager (FAM), commonly referred to as the “war planner,” responsible for the AOR involved, updates or develops the plan as necessary for the particular situation.

FM war planners consider the following issues before implementing a plan:

- Type of expeditionary bases to be supported (main operating base, co-located operating base, forward operating bases, bare base) and site survey availability. Site surveys are guided by AFI 10-404, *Base Support and Expeditionary Site Planning*. A sample site survey checklist can be found in attachment 3.
- Establishing budget authority and cash authority with chains of accountability.
- Incorporating available HNS agreements, ACSA and other agreements approved by the appropriate authority. A sample FM excerpt to the USCENTAF ACSA guide can be found at attachment 5.
- Determining FM unit type codes (UTCs) necessary to deploy and support UTCs from other functional areas (e.g., contracting, communications, computer, security, etc.).
- Adding line remarks to amplify UTC identification (e.g., establishing rank requirements, tour overlap, and skill-level downgrade restrictions, etc.).
- Planning for FM Logistics Detail Kit (LOGDET) equipment, re-supply and currency replenishment.

FM war planners identify requirements for people and equipment via UTCs that are described by their mission capability statements (MISCAPs). These UTCs are listed in the Air Expeditionary Forces Center (AEFC) Time Phased Force Development Database (TPFDD) Library.

UTCs are identified in the plan and coordinated with the AEFC for sourcing. Once the AEFC has been notified of the requirements from the supported command, the AEFC tasks requirements to the various supporting commands, which include the Air National Guard (ANG) and Air Force Reserve Command (AFRC) forces.

Secretariat Level. The Secretary of the Air Force Financial Management and Comptroller (SAF/FM), IAW AFI 10-213, *Comptroller Operations under Emergency Conditions*, has the responsibility to:

- Provide broad guidance and direction for development of comprehensive wartime and contingency planning guidance.
- Serve as the final approving authority on comptroller wartime and contingency planning and procedural issues.
- Provide oversight of comptroller wartime and contingency planning, including activities for Department of Defense (DoD) Joint Staff and Air Force exercise planning.
- Develop and coordinate the publication of FM wartime and contingency policies, procedures and concepts with DoD Services, Air Staff, and MAJCOM/FOA activities.
- Review and provide guidance on comptroller annexes in Air Force level and MAJCOM/FOA wartime and contingency plans.
- Ensure guidance for implementing wartime concepts defined in the War Mobilization Plan (WMP), Annex N (Comptroller) are incorporated in applicable user directives.
- Establish / provide training requirements and topics
- Establish career field force levels

Chapter 4

SOURCING WARTIME REQUIREMENTS

MAJCOMs ensure the squadrons organize, train, and equip personnel to deploy. The FAM, or “war planner,” works closely with base-level FM unit deployment managers (UDM), to provide guidance on all war planning issues. MAJCOM FAMs posture FM authorizations into UTCs based on the unit position number on the unit manning document (UMD).

Each UTC is assigned a deployment availability code. Table 4.1 highlights standard availability codes.

Table 4.1 UTC Availability Coding.

Deployable	War	Steady State
D	W	S
D	X	S
D	W	X
D	X	X
D	P	X

The first digit identifies a UTC as either a standard “D” or associate “A” UTC within the UMD position. If the code starts with a “D”, there is a UTC assigned to that position and it is deployable. If the availability code starts with an “A”, there is no standard UTC tied to the UMD position. For example, apprentice-level (3-level) and lieutenant authorizations are on “A” UTCs and do not deploy within the FM career field. The exception to this rule is the ANG. They advocate allowing grades 0-2 and 0-1 to deploy if they have at least 5 years

of enlisted experience and have completed all other training requirements.

The second digit, “P”, “W” or “X”, describes if a UTC is available for wartime surge or home station in-place support requirements. “P” indicates the UTC is filling the unit’s In-place wartime mission requirement. “W” indicates the UTC is available for its wartime tasking. The third digit, “S” or “X”, describes the availability of that UTC during its aligned AEF rotation based on sustainable steady state requirements. “S” indicates the UTC is available for tasking within its aligned AEF library. “X” as the second and third digit means the UTC is not available for the war or steady state mission.

For example, if a position is coded as DWS, that position is available for war or steady state. These are the first positions to deploy. On the other hand, a DXX position would stay at home station during a war or steady state. However, this position is still deployable, but is the last position available to deploy.

Within some long-term missions described in the Planning Continuum, personnel and equipment UTCs are tasked to deploy within the Air Expeditionary Force (AEF) Concept of Operations (CONOPS).

The AEF CONOPS divides the majority of combat air forces (CAF) and expeditionary combat support (ECS) resources evenly across 5 AEF pairs (10 AEFs). Each of the AEF pairs also include some associated Lead Mobility Wings and low density/high demand (LD/HD) resources. In addition to the forces assigned to a particular AEF, the AEF calls upon enabling forces such as

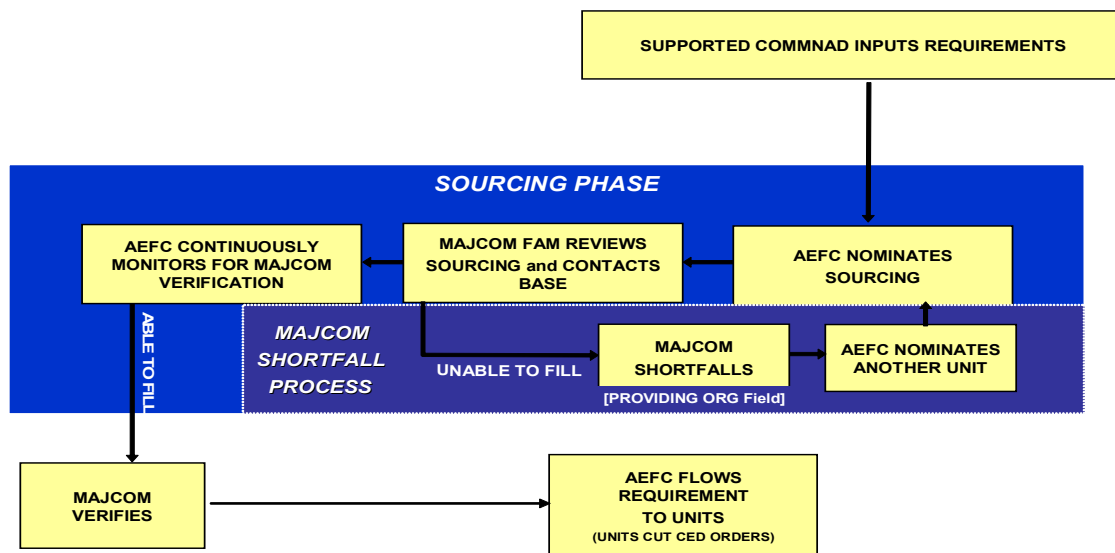
stealth, space, intelligence-surveillance-reconnaissance (ISR), on-call bomber elements and other LD/HD assets to provide combatant commanders with tailored forces possessing the capabilities to execute the mission.

Fundamental elements of the AEF CONOPS:

- Improve integration of the Total Force.
- Provide more responsive force packaging.
- Provide better visibility of force tempo.
- Provide better detection of force stress.
- Focus relief on stressed areas.

Taskings are received from the AEFC in the form of UTCs based on the supported command requirements. Each UTC has a MISCAP that describes the capabilities offered by that UTC. MISCAP statements can be found at attachment 2. The AEFC notifies the FAM who contacts the UDM or Squadron Commander who, in turn, notifies the personnel assigned to the requested UTC. See Figure 4.1 for sourcing and validation process flow.

Figure 4.1 Sourcing And Validation.



Home Station Level. The home station comptroller plays a major role in ensuring personnel and equipment are ready to deploy. Units must ensure personnel are properly trained before being deployed. Once deployed, there is no time for training. Therefore, this is a critical stage in pre-deployment planning. It is the responsibility of the installation FM to ensure all personnel assigned to a UTC are properly trained.

The FM superintendent, training manager and UDM work closely together ensuring all pre-deployment requirements are met. The unit's readiness is measured in the Status of Resources and Training System (SORTS); UTC readiness is measured in the AEF Reporting Tool (ART). The ANG does not report FM assets in SORTS.

Home station training is most important in the preparation to deploy and includes functional training and readiness (ancillary) training. Functional training is geared towards the requirements of each member's assigned UTC as defined by the UTC Task List. This topic will be covered in more detail under Base Level Operations in Chapter 5.

In addition to functional training, general war skills training such as self-aid/buddy care, small arms, chemical warfare and physical fitness are essential. Current readiness training requirements can be found at the AEFC website and in the Airman's Manual. These requirements are measured in SORTS and ART. A partial listing of ancillary training requirements is provided in Table 4.2 Ancillary training requirements should not expire prior to the estimated tour completion date.

Table 4.2 Sample Ancillary Training Requirements.

Readiness (Ancillary) Training Requirements		
Requirement	Frequency/Currency	Resources
Law of Armed Conflict (LOAC)/Rules Of Engagement (ROE)/Human Rights	<u>Annual Requirement (12 Months)</u> or within 15 months of DRI (Date Required In-place).	Base Legal AFI51-401 LOAC On-Line
Self-Aid Buddy Care (SABC)	<u>Biennial Requirement (24 Months)</u>	AFI36-2238
Nuclear, Biological, Chemical and Conventional (NBCC) Defense	<u>Requirement (15 Months)</u>	AFI10-2501
Explosive Ordnance Reconnaissance (EOR)	<u>Requirement (15 Months)</u> <u>Biennial (24 Months), Requirement for Reservists</u>	AFI10-2501
Small Arms/CATM	<u>Semi-annual (6 Months)/ Annual (12 Months)/ Biennial Requirement (24 Months) (by Career Field)</u>	AFI31-207 AFI36-2226

Wartime requirements are identified with proper planning and sourced through the different levels of command. Once identified and sourced, the home station operation ensures the required personnel and equipment are properly prepared to deploy.

Chapter 5

HOME STATION SUPPORT

Long before a unit receives a tasking order to deploy, actions must be accomplished at the home station to prepare for mission success. Preparing the force to deploy, supporting deployed forces, and then recovering forces from a deployment are three of the key functions of command. Home station support can be divided into three major areas: the actions and responsibilities of the Secretariat level; the MAJCOM level; and the unit or base level.

Secretariat Level. The Secretary of the Air Force Financial Management and Comptroller (SAF/FM), IAW AFI 10-213 has the responsibility to:

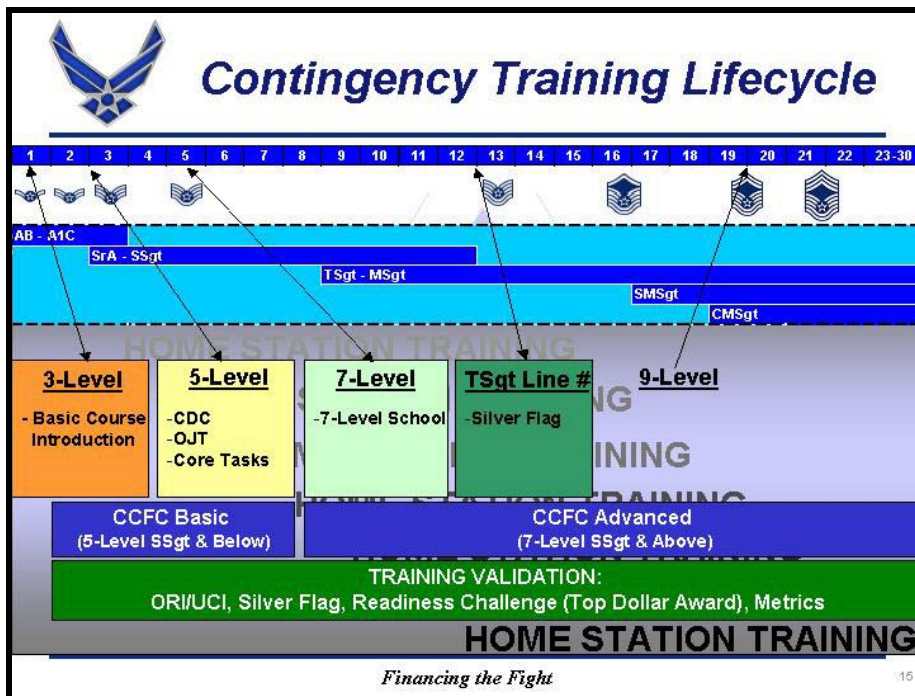
- Provide emergency special program (ESP) codes to capture costs to request funding via supplemental funding through Congress since there is no budget for contingencies.
- Coordinate with the combatant command and Per Diem Transportation and Travel Allowance Committee (PDTATAC) to resolve unique entitlement and travel pay issues. The Office of the Under Secretary of Defense for Personnel and Readiness determines the entitlements authorized for deployed sites.
- Coordinate entitlement policies with Air Force Manpower, Reserve Affairs (SAF/MR) and the combatant command, as applicable.
- Provide overall contingency guidance and policy.

MAJCOM Level. MAJCOMs develop guidance to ensure the survival and recovery of FM resources, and reconstitution during emergency conditions. MAJCOMs also coordinate, review, and critique base comptroller contingency plans and operations as well as participation in exercises and deployments. MAJCOMs provide consolidated FM guidance to field activities on budget and services guidance to include appropriate ESP codes, military pay and travel entitlements, and accounting policy. MAJCOMs also coordinate with higher headquarters as needed. MAJCOMs ensure their command FM wartime and contingency planning is accomplished per applicable guidelines. MAJCOMs ensure all of their organizations are training personnel and have manpower and other resources available to meet the taskings.

Base Level Operations. Each base has a deployment and execution plan based on AFI 10-403, *Deployment Planning and Execution*. FM commanders build an environment where every member of the squadron is prepared to support a deployment. The following section describes some of the actions needed to ensure personnel are properly trained and equipped to deploy, that those remaining at home station are capable of supporting those deployed, and all actions are completed upon return home.

Readying the Deploying FM Force. The first and most important function of the home unit is to ensure personnel have the right skill sets needed in a deployed operation. The FM UTC Task Listing provides the minimum standard for deployable skills for individuals and teams. A detailed training program must be established to ensure individuals have the necessary skills to meet UTC requirements. The training program for enlisted personnel at base level fits their contingency training lifecycle figure 5.1.

Figure 5.1. The Contingency Training Lifecycle (Enlisted Personnel).



- **3-Level Training:** Contingency training orientation block taught at the 3-Level Course.
- **5-Level Training:** 5-Level Career Development Course, on-the-job training, core task training, Combat Contingency Basic Course (on-line).
- **7-Level Training:** Financial Management and Comptroller Craftsman 7-Level Course, Combat Contingency Advanced Course (on-line), Silver Flag Course (TSgt selectees).
- **Base Level Training:** Certification using the UTC Task Listing as it relates to the specialty training standard (STS).

There are various methods and resources to conduct, validate and enhance training (Table 5.1):

Table 5.1. Air Force Level Training and Exercise Comparison.

Air Force Level Training and Exercise Comparison					
Training/Exercise	Description	Participants	Location	Freq	Sponsor
Silver Flag	Provides advanced paying agent training.	CE, SVS, CONS, DP,	Tyndall AFB, FL	30+/year	Civil Engineer (CE)
	Classroom/Field: 6 Days	FM: 4-6 TSgt & MSgt, 1 Jr Capt/1Lt		Jan 04: 1 st FM Class	
Readiness Challenge	Started in 1986 as a CE competition.	CE, FM, SVS, CONS, DP, US Allies	Tyndall AFB, FL	Every other year	CE
	Competition: 7 days	1 Team per Command			
Eagle Flag (EF)	Oct 03: 1 st Eagle Flag. Exercises new force modules and trains agile combat support (ACS) leadership	All ACS functionals	Lakehurst, NJ (close to McGuire AFB)	10/year	USAF level, Air Mobility Warfare Center (AMWC) hosts
	Field Exercise: 3-10 days	1 Officer, 2 Paying Agents, 1 cashier			

Examples for conducting unit training and training plan examples are at <http://www.saffm.hq.af.mil/ENL/tools.html>.

- Training may be validated through deployable skill demonstrations, such as Eagle Flag, Readiness Challenge, and local wing exercises.
- Unit training plan examples at <http://www.saffm.hq.af.mil/ENL/tools.html>.
- To enhance training, prior deployed “been there done that” unit personnel are often the best teachers for unit contingency training sessions.

Preparing the Deploying FM Force. Equally important to ensuring personnel have the training and skills needed to operate in the deployed environment is matching the right person to the tasking. When a tasking order is levied on the unit, the tasking comes for a specific specialty and skill level based on the UTC and associated MISCAP. The unit commander selects the individual to fill the tasking based on the UTC assigned to the AEF pair (i.e., AEF 1 / 2, AEF 3 / 4, etc.).

After the person has been chosen, the comptroller, superintendent, UDM and deploying individuals should prepare by accomplishing the following:

- Reading AOR specific reporting instructions, which may be located at <https://aefcenter.acc.af.mil/ecs/ECSCContent/reportinginstr.asp>
- Reading the Foreign Clearance guide for specific country entry instructions.
- Consultation with MAJCOM FAMs.
- Reviewing base support plans (BSP).
- Researching advanced echelon (ADVON) team findings and site survey results (these may be classified).
- Receiving and learning current intelligence assessments.
- Review current comptroller alert messages (CAMs).
- Downloading the Contingency Operations and Mobility – Basic Agent Tools (COMBAT) website to CD, from <https://web2.ssg.gunter.af.mil/combat/>.
- Contacting rotational personnel they are replacing.
- Reviewing mid-tour reports

Additionally, the home station should prepare deploying FMers for anticipated system access, such as Defense Joint Military Pay System (DJMS). The terminal area security officer (TASO) should be able to establish access into the available FM systems based on deployed units in place or direction of the supported combatant command component AFFOR staff. User IDs and passwords should be established at home station and tested for connectivity prior to departure.

The LOGDET kit is an equipment UTC that is essential when tasked with personnel. Units should regularly familiarize themselves with the contents and requirements for the LOGDET kit. This can be accomplished by using kit equipment (i.e. laptops) in the office and during local exercises. You will find a link for the equipment and supplies listing immediately below its MISCAP in attachment 2. Ensure you consult with your UDM and Logistics Readiness Flight for cargo preparation and pallet buildup training class schedules.



Supporting the Deployed FM Force. The home station's work directly impacts the deployed individuals and the FM community's image. Home stations must emphasize prompt execution of accurate military and travel pay entitlements where these services must be provided through reach back support to the home station - particularly prompt travel accrual payments.

Deploying your best finance troops directly influences home station operations. With today's smaller total force, especially in the FM career field, timeliness of home station FM processes and indicators may be extended/delayed due to reduced personnel during a deployment. The decision to postpone/extend/delay rests with the appropriate commander. MAJCOMs will de-conflict inspections, audits, staff assistance visits, and base visits during deployment and reconstitution periods. Each supported command will have a different policy on lessons learned and after action reports (AAR). Deployed individuals should follow the appropriate guidance. Currently, SAF/FM posts CENTAF mid-tour reports and CENTCOM augmentation AARs on the home page <http://www.saffm.hq.af.mil/ENL/mid-tour.cfm>.

Supporting the Wing Deployed Forces. Support to deployed forces starts at the personnel deployment function (PDF) or the mobility processing line. The deployment line is where members' records are checked and they receive information about the deployed location. FMers working the line must be knowledgeable about pay and travel entitlements at the deployment destination in order to brief departing personnel. A sample FM deployment line briefing is at attachment 4. However, the rules for deployment processing lines vary from base to base; time constraints may not allow for a detailed pre-deployment briefing.

FMers on the mobility line will also:

- Brief FM related issues of the reporting instructions.
- Establish suspense folders to update entitlements/travel voucher accrual payments.
- Confirm myPay and vMPF access.
- Provide travel advances or partial payments.
- Brief Government Travel Card responsibilities.

The supported component, working within DoD and AF directives, is the authority on policies and interpreting the needs of the AOR. With many different units potentially coming together, the deployed member needs to go to a single source to understand and fix pay problems. Contact the supported component comptroller for each AOR's policy on entitlement starts.

Home station offices complete the input process for transactions that cannot be accomplished at the deployed location while the members are still deployed. These inputs include:

- Travel accrual payments.
- Family Separation Allowance (FSA).
- Hardship Duty Pay-Location (HDP-L).

Other entitlements may be started either by the deployed finance personnel or by home station comptroller units of deployed personnel. These include:

- Hostile Fire Pay-Imminent Danger Pay (HFP-IDP).
- Combat Zone Tax Exclusion (CZTE).
- Basic Allowance for Subsistence (BAS) Meal Deductions.
- US Savings Deposit Program (USSDP).

Additionally, considering the large role played by the ARC forces in deployed theaters, an understanding of guard and reserve entitlements and points of contact to answer those questions can greatly impact our support for the ARC forces and FM support to the Total Force. ARC pay is discussed in detail in the CCFC. ARC pay is additionally described at the COMBAT website.

Recovering the Wing Deployed Forces. Recovering the force includes readying forces to redeploy or reintegrate into their home station. Providing support to the returning deployed forces are often times the busiest for FMers. While much of the redeployed base populace is taking a well deserved break and recovering with reconstitution time-off (leave and family matters) it may seem the finance office is one of the most popular places on base!

The travel vouchers, entitlement transactions and pay inquiries stack up and efficient management of this increased workload is critical. FMers should take this opportunity to:

- Conduct and publicize mass travel voucher briefings and collections.
- Advertise extended or reconfigured customer service hours.
- Stop entitlements and run verification listings to validate transaction processing.

In addition to meeting individual's needs, FMers aggressively support unit reconstitution needs of the wing. Expect deferred maintenance, refurbishment, and reconstitution to make the unit ready will take priority. Reconstitution at home station is normally under the guidance of the parent MAJCOM. The objective is to prepare the reconstituted force for future operations in minimum time.

Once a LOGDET kit goes into a theater, it usually will not come back in the same condition or the supported command may direct LOGDET kits to remain in theater. This will allow home stations to reconstitute (replenish/rebuild) the kit for future deployment. Consult your local and MAJCOM budget office for reconstitution authority.

Chapter 6

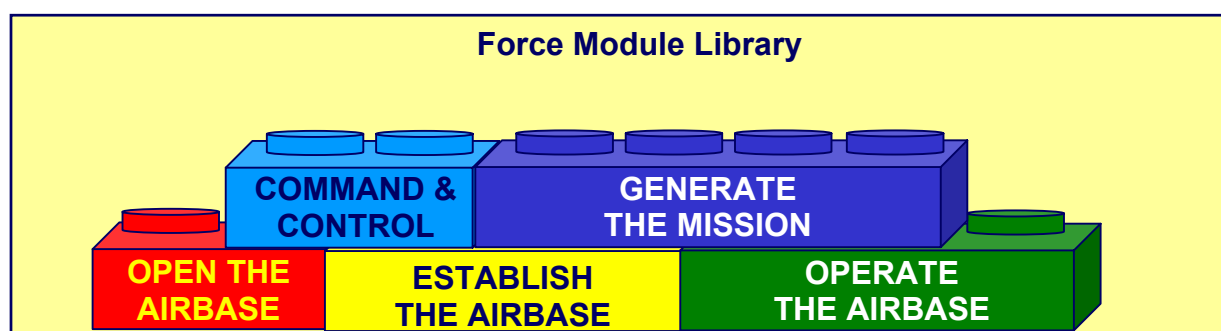
EMPLOYING FINANCIAL MANAGEMENT CAPABILITIES

The Air Force deploys personnel based on Force Modules (FM). A force module is a grouping of combat forces, with their accompanying supplies and required non-unit re-supply and personnel necessary to sustain forces for a minimum of 30 days. The elements of force modules are linked together or are uniquely identified so that they may be extracted from or adjusted as an entity in the Joint Operations Planning and Execution system (JOPES) databases to enhance flexibility and usefulness of the operation plan during a crisis.

The force module concept allows the financial management community to define its deployment requirements based on the phase of the operation.

Deployment Strategy: Starting with AEF Cycle 5, the Air Force will implement FM to determine which UTCs will be deployed based on the phases of the base mission. The force module library is divided into five overlapping missions [figure 6.1].

Figure 6.1. Five Missions of Force Module.



Financial management support increases as base population increases. Table 6.1 illustrates financial management capabilities for each force module.

Table 6.1. Financial Management Capabilities for each Force Modules.

Module	Comptroller Capability	Unit Type Codes (UTC)
Open the Airbase	Reception and Bed Down	1 –XFFA2 – Paying /Disbursing Agent
Command and Control	N/A (setup command post)	
Establish the Base	Expand the Infrastructure	1 – XFFA1 – Cashier/Paying Agent 1 – XFFA2 – Paying/Disbursing Agent 1 - XFFA3 - Comptroller 1 - XFFAG – Logistics Detail Kit
Generate the Mission	N/A –(Flying mission)	
Operate the Airbase	Expand the Infrastructure	1 – XFFAC – Lead Team 1 – XFFAD – Disbursing Team 1 – XFFAF – Budget NCO

Summary of FM UTC MISCAPS. The FM community embraces expeditionary combat support by assigning FMers to UTCs. FM UTCs provide a mission capability while minimizing the deployed footprint. They are configured to flexibly respond to the supported command's requirements.

Finance personnel and equipment are postured into ten UTCs designed to provide the full spectrum of FM capabilities. The UTCs vary in number of personnel, grade and skill levels. Single or combinations of UTCs support the full spectrum of military operations. Skill levels associated with the UTCs are highlighted in Table 6.2.

Table 6.2 Summary of UTC Titles and AFSC.

UTC	Title	AFSC
XFFA1	Cashier/Paying Agent	6F051
Disburses funds, makes cash payments, cashes checks, accommodation and reverse exchanges, reach back for entitlements inquiries		
XFFA2	Paying/Disbursing Agent	6F071
Disburses funds, establishes LDAs, make vendor payments via Cash or LDA, determines/certifies funds availability, and determines funding propriety		
XFFA3	Comptroller	65F3/4, 65W3/4
Administer comptroller activities to include financial advice to the commander on all FM issues: budget and financial services operations		
XFFA4	Financial Management Officer	65F3/4, 65W3/4
Capable to implement and manage financial services function, provide commander advice on financial management issues, develop budgets		
XFFA7	Accounting Tech	6F051
Establish and maintain financial records and files, prepare vendor payments, receive funding authority, determine funding propriety		
XFFAC	Lead Team (5 PAX)	1-6F091/00; 2-6F071; 2-6F051
Capable to establish independent disbursing office and provide customer services and accounting functions at any type of operating location		
XFFAD	Disbursing Team (3 PAX)	1-6F071; 2-6F051
Capable to establish a disbursing office and provide financial services and accounting functions at any type of operating location		
XFFAE	Customer Service NCO	6F071
Provide all facets of military and travel pay services at any type of operating location to include ARC, process military pay and travel transactions		
XFFAF	Budget NCO	6F071
Develop budget estimates, execute budgets and serve as focal point for budget matters at any operating location and determines funding propriety		
XFFAG	Logistics Detail Kit	N/A

Complete MISCAP definitions are provided in attachment 2. Additionally, line remarks associated with a tasked UTC may amplify special needs (e.g., establishing rank requirements,

tour overlap, and skill-level downgrade restrictions, etc.).

In all phases of deployed operations it will be necessary to have a working knowledge of the applicable instructions and regulations. For a more comprehensive listing, refer to attachment 1.

- AFPAM 65-110, *Deployed Agent Operations* - Assists the deployed agent with basic information concerning their duties
- AFI 65-601, *Budget Guidance and Procedures* - Provides the deployed agent with information concerning budget rules and information
- AFI 65-610, *Guidance for Expenditures at Deployed Locations* - Provides the agent with information as to what can be legally purchased at deployed locations
- AFI 10-213, *Comptroller Operations under Emergency Conditions* - Explains to the agent what to do under emergency conditions
- DoD FMR Vol. 5, *Disbursing Policy and Procedures*- The agents' bible for disbursing operations in dealing with cash and other negotiable instruments
- DoD FMR Vol. 7A, *Military Pay Policy and Procedures* - Provides the agent with all Military pay rules for entitlements, deductions and payments
- DoD FMR Vol.10, *Contract Payment Policy and Procedures* - Provides the agent with official policy on how to properly make payments on official government contracts
- DFAS DE 7073.1, *Defense Joint Military Pay System (DJMS)* - Covers all aspects of DJMS to include input and DFAS rules on Military Pay

Joint Federal Travel Regulation (JFTR) Vol. 1 – Covers all aspects of military travel

FORCE MODULES AND MISCAPS IN ACTION

Open the Base. A paying agent deploys early to provide funds and pay vendors in conjunction with contingency contracting officers. This provides the capability to quickly procure essential goods and services. This Comptroller/Contracting team immediately begins supporting the commander's requirements identified during pre-deployment planning and provides initial capability to react to unforeseen requirements.

Normally, a TALCE (Tanker Airlift Control Element) will be the first operational mission on scene. The TALCE is a mobile organization deployed to support strategic and theater air mobility operations at en-route and in-theater locations. TALCE's operate the airfield to include ramp operations, aircraft parking, and aircraft off-load operations. TALCE's provide on-site management of air mobility operations to include command and control, communications, aerial port services, maintenance, security, transportation, weather, intelligence, and other required support operations. The TALCE includes an FM UTC of XFFA1 or XFFA2 who will:

- Deploy with a field safe, lock/chain, calculator, forms, and a laptop.
- Assist the deployed commander to set up the airfield.
- Attend to cash management, including daily cash balancing and payment principles.

- Support field operations and existing SOFAs.
- Pay landing fees for all aircraft.
- Coordinate with the CCO to purchase items needed to support the commander and the airfield.

Establish the Base. Once the TALCE has set up the airfield and normal base operations have commenced, UTC XFFA1/A2/A3/AG packages as requested by the supported command FM will arrive, providing extra manpower, equipment, and expertise. The new team will normally relieve the paying agent assigned to the TALCE. These UTCs can be tailored to meet the supported command's requirements. At this time, the finance personnel at the site will concentrate on the following tasks:

- Concentrate on the build up of the base.
- Maintaining AF Form 616, Fund Cite Authorization.
- Daily cash balancing.
- Opening and maintaining a limited depository account.
- Funds security.
- Site and office setup.
- Cashier operations.
- Propriety issues.
- Keeps the deployed commander apprised of FM matters.
- Liaison with the local bank.
- Implement the process for entitlement starts.
- Communicate with the supported command.



This Force Module may entail FM personnel supporting other base functions via assigned details (i.e. augmenting tent building teams, area security details, drivers, etc).

Cashier/paying agent (UTC: XFFA1). A deployed cashier uses the Military Paper Check Conversion (MPCC) device to electronically clear personal checks. The XFFA1 performs check-cashing duties in addition to:

- Paying agent activities.
- Currency conversion.
- Funds security and duress procedures.

Paying Agent (PA)/Disbursing Agent (DA) (XFFA2). Duties also include:

- Maintaining the bank account, LDA and cash
- Liaison with various agencies:
 - Local bank.
 - Embassy.

- Contracting team.
- Security Force/Office Special Investigations (OSI).
- Post Office.
- Traffic Management Office (TMO).
- Services.
- Army and Air Force Exchange Service (AAFES).
- Communicates with disbursing agent or deputy disbursing officer (DDO).

Comptroller (UTC: XFFA3). As the base grows in size, the need will arise for a comptroller to oversee the entire finance operation. The comptroller's duties will include:

- Principle advisor to the commander on fiscal issues.
- Attend wing staff meetings.
- Liaison with contracting, civil engineering, communications squadron, and the wing Plans and Programs office (XP) and other agencies.
- Assist with coalition support agreements, cross-servicing support agreements, and host nation support agreements.
- Performs duties as the banking liaison officer.
- Ensure propriety of funds rules IAW the applicable DoD and Air Force directives.
- Communicates with HHQ on all matters affecting the finance mission to include manpower requirements and funding/budgetary needs.
- Oversee the transition of the existing finance team to the incoming finance team.

Financial Management Officer (UTC: XFFA4). Based on scope and size of the operation, an FM officer may be tasked instead of a comptroller.

Budget NCO (UTC: XFFAF). The budget NCO is responsible for all traditional financial analysis office duties. The FM officer, with the budget NCO, is responsible for ensuring bona-fide need and appropriate fund sources are available in order to avoid violations of the Anti-Deficiency Act. The following list of funding authorities and agreements are described in JP 1-06, Appendix E

DoD Authorities:

- O&M Appropriations.
- Military Construction (MILCON).
- Traditional Combatant Commander Activity (TCA).
- Official Representation Funds (ORF).
- Title 10, United States Code, Section 166a, Combatant Commander Initiative Fund (CIF)
- Title 10, United States Code, Section 2561, Humanitarian Assistance

- Title 10, United States Code, Section 402, Transportation of Humanitarian Assistance
- Title 10, United States Code, Section 401, Humanitarian and Civic Assistance (HCA) provided in conjunction with Military Operations
- Title 10, United States Code, Section 127, Emergency and Extraordinary Expense Authority (E&E)
- Title 10, United States Code, Section 2342, Acquisition and Cross-Servicing Agreements (ASCA)
- Title 10, United States Code, Section 404, Foreign Disaster Assistance
- Title 10, United States Code, Section 2557, Excess Non-Lethal Defense Supplies for Humanitarian Relief Purposes

Other funding authorities used to prevent Anti-Deficiency Act violations include:

- 22 United States Code, Section 2318(a)(1), FAA Section 506(1)(1), Drawdown for an Unforeseen Emergency
- 22 United States Code, Section 2318(a)(2), FAA Section 506(a)(2), Drawdown for Refugee Assistance
- 22 United States Code, Section 2348a, FAA Section 552, Drawdown for Peacekeeping
- 22 United States Code, Section 2761, Foreign Military Sales Arms Export Control Act
- 22 United States Code, Section 2321j, Excess Defense Articles (EDA)
- 22 United States Code, Section 2346, et. seq., FAA Section 531, Economic Support Fund (ESF)
- 22 United States Code, Section 2348, FAA Section 551, Peacekeeping Operations (PKO) Fund
- 22 United States Code, Section 2347-2347e, FAA Section 541-545, International Military Education and Training (IMET)
- 22 United States Code, Section 2357, FAA Section 607, Reimbursable Authority
- 22 United States Code, Section 287d-1, Section 7, United Nations Participation Act (UNPA)
- 22 United States Code, Section 2388 and 2390, FAA Section 628 and 630
- 31 United States Code 1535, The Economy Act
- 42 United States Code, Section 5121, et. seq., Stafford Disaster Relief and Emergency Assistance Act.

Agreements

- United Nations Letter of Assist (LOA).
- Memoranda of Agreement (MOA).
- 632 Agreements (Department of State Funds).

Operate the Base. Once the base is up and running, UTCs XFFAC and XFFAD are the follow-on teams to operate the air base. These teams are required when a base becomes more robust and additional personnel are required. Their role will expand as the base grows. Both XFFAC and XFFAD teams can be tailored to meet the supported command's requirements.

Lead Team (UTC: XFFAC). Includes a Paying/Disbursing Agent (XFFA2), a Cashier/Paying Agent (XFFA1), an Accounting Technician (XFFA7), a Customer Service NCO (XFFAE) and either a 6F091 or 6F000 skill level (superintendent of the team).

Disbursing Team (UTC: XFFAD). Consists of a Paying/Disbursing agent (XFFA2), a Cashier/Paying Agent (XFFA1) and an Accounting Technician (XFFA7).

Accounting Technician (UTC: XFFA7). The individual is capable of performing accounting functions.

- Electronic (General Accounting Finance System/BQ) accounting.
- Manual accounting.
- Local and US Vendor Payment Process.
- Travel/Emergency Orders.
- Collections.
- Open Document Listing (ODL) Certification.
- Document Management:
 - AF Form 616
 - AF Form 9, Request for Purchase
 - Blanket Purchase Agreement (BPA).
 - DD1155, Order for Supplies or Services
 - SF44
 - Invoices.
 - Receiving Reports.
 - Recurring service agreements and lease agreements .
- Funds Certification.
- Refunds and reimbursements.

Customer Service NCO (UTC: XFFAE). This individual can perform typical FM customer service activities. Customer service requirements grow as more personnel arrive at the site and

the deployment duration increases, requiring more complex entitlement support for the deployed member and care for families at home.

- Travel Pay Procedures:
 - TDY travel for permanent party.
 - TDY travel within AOR.
 - Accrual travel voucher procedures.
 - TDY travel advances.
 - Rest and Recuperation (R&R) leave.
 - Centralized Travel History Record (CTHR).
- Military Pay Procedures:
 - AOR entitlements.
 - US Saving Deposit Program (USSDP).
 - Combat zone leave (CTZ-Leave).
 - Partial/Casual payments.
 - Military debt collections in the AOR.
- Permanent Change of Station (PCS) travel & Military Pay procedures.
- Cashier.
- Guard & Reserve Military Pay procedures.

Redeploy. There will come a time when the deployed commander will receive orders to close a deployed location. Actions to close out all accountable records and redeploy assets/equipment to prevent inadvertent movement of assets to the inactivated contingency location are essential.

Upon termination of contingency operations or closure of the deployed site, FM's role is vital during the final phases of the operation. At the onset of this phase, the logistics readiness and supply communities, with the Judge Advocate and FM, will develop materiel disposition instructions. Depending on theater requirements all LOGDET kits may not re-deploy to home stations. Typically, the ECS functional community will play a large role in the massive movement of materiel procured on site and evaluate it for serviceability and transport worthiness. Options for future use include re-distribution to other supported operations (within the AF or with sister services); staging at a warm base; transfer to host nation and coalition military forces via the ACSA, or other country-to-country agreement; disposition through the Defense Reutilization Marketing Service (DRMS); or abandon/destroy property in place. Additionally, materiel may be transferred to a host nation without receiving any compensation; this action requires approval from the Office of the Secretary of Defense and Department of State to donate select serviceable property. These options are not all-inclusive and require coordination with the Judge Advocate.

As the drawdown continues the required skill sets will begin with the existing XFFAC and normally tailor down to an XFFAD (3-person disbursing team) package. During this period the following actions will take place:

- Classified destruction.
- Contract/BPA closure.
- Lease closures.
- Equipment accountability.
- Legal issues associated with closure.
- Retain files necessary to conduct final payments of contracts.
- Palletize and send the LOGDET kit back to home station.
- Contract clauses.
- GPC reconciliation.
- Coordinating with vendors on pending invoices.
- Destroy any spoiled checks.
- Review all documents and vouchers for completeness, accuracy, signatures, and dates.
- Exchange excess foreign currency and US cash for a check or other US dollar negotiable instrument.
- Accomplish applicable portions of contingency cost reporting if required.
- Debrief supporting FM organization on lessons learned.
- Complete after action reporting IAW supported command procedures.
- File disposition.

Finally, as the site closure nears completion, a sole remaining paying/disbursing agent, with the last contracting officer, should be on the last plane out to insure all obligations are taken care of. This person or persons left during drawdown should have the following equipment and knowledge:

- Small field safe.
- Review all documents and vouchers for completeness, accuracy, signatures, and dates.
- Exchange excess foreign currency and US cash for a check or other US dollar negotiable instrument.
- Final contract closure and payment procedures (last contracts to close are usually cell phones, rental vehicles, food and lodging).
- LDA Closure (all LDA checks should have cleared prior to closing the account).

- Prepare final turn-in documents (e.g. DD Form 1081-Statement of Agent Officer Account, DD Form 2665-Daily Agent Accountability Summary, DD Form 2663-Foreign Currency Control Record, DD Form 2666-Transmittal of Statements and Vouchers, AF Form 616, and SF1149-Statement of Designated Depositary Account, etc).

Once all purchases and paperwork are closed out and the agent has cleared accountability with the deputy-disbursing officer or disbursing agent, the agent can leave for home station.

CONCLUSION

This Guide to FM Expeditionary Deployments documents corporate knowledge and educates our community through a single source of information about the FM role in deployment operations. It provides non-directive information to understand the combat support role. FMers establish organizational relationships with other combat support elements to procure the services, supplies, and equipment necessary to deploy, receive, bed down, employ, sustain, and redeploy in support of AF or joint operations. FMers must be involved early in the planning process to ensure personnel are available and ready to deploy. By instilling the warrior mindset discussed in this guide in everyday activities, FM will successfully employ its capability to ensure mission effectiveness and quality of life by paying bills and paying Airmen.

JOHN G. VONGLIS

Acting Assistant Secretary of the Air Force
(Financial Management and Comptroller)

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION***References*

Title 10 USC, *Armed Forces*

Title 31 USC, *Money and Finance*

Title 32 USC, *Foreign Assistance Act*

Title 32 USC, *National Guard*

Title 41 USC, *Public Contracts*

Public Law 100-461, *Foreign Operations, Export Financing, and Related Program Appropriation Act*

Public Law 101-165, Title V, *Emergency Response Fund*

Public Law 103-139, Sec 8131, *Emergency Response*

Public Law 97-255, *Federal Managers Financial Integrity Act*

Joint Publication 1-02, *DOD Dictionary of Military and Associated Terms*

Joint Publication 1-06, *Joint Tactics, Techniques, and Procedures for Financial Management During Joint Operations*

Joint Publication 3-0, *Doctrine for Joint Operations*

Joint Publication 3-07, *Joint Doctrine for Military Operations Other Than War*

Joint Publication 3-07.3, *Joint Tactics, Techniques, and Procedures for Peace Operations*

Joint Publication 3-08, *Interagency Coordination During Joint Operations*

Joint Publication 3-16, *Joint Doctrine for Multinational Operations*

Joint Publication 5-0, *Doctrine for Planning Joint Operations*

Joint Publication 5-00.2, *Joint Task Force Planning Guidance and Procedures*

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DODD 5105.38M, *Security Assistance Management Manual*, May 4, 1995

DODD 7200.1, *Administrative Control of Appropriations*, May 4, 1995

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DoDFMR 7000.14-R, Volume 7A, *Military Pay Policy and Procedures*, April 2005

DoDFMR 7000.14-R, Volume 10, *Contract Payment Policy and Procedures*, April 2002

DoDFMR 7000.14-R, Volume 14, *Administrative Control of Appropriations and Anti-Deficiency Act*, October 2004

DFAS-DER 7010.1-R, “*General Accounting and Finance Systems at Base Level*”

DFAS-DER 7010.3-R, *Interim Guidance on Procedures for Travel Accounting Operation*

DFAS-DE - *Interim Guidance Direct, Refund Reimbursement and Receivable Transactions at Base Level*

DFAS-DEM 7073-1, *Defense Joint Military Pay Systems – Active Component, FSO Procedures*

Denver Center Standard Vendor Guide

Desktop Guide for Vendor Payment Processing

AFI 10-201, *Status of Resources and Training System (SORTS)*

AFI 10-213, *Comptroller Operations Under Emergency Conditions*

AFI 10-244, *Reporting Status of Aerospace Expeditionary Forces*

AFI 10-400, *AEF Planning*

AFI 10-401, *Air Force Operations Planning and Execution*

AFI 10-402, *Mobilization Planning*

AFI 10-403, *Deployment Planning and Execution*

AFI 10-404, *Base Support and Expeditionary Site Planning*

AFI 25-201, *Support Agreement Procedures*

AFI 32-1032, *Planning and Programming Appropriated Funded Maintenance, Repairs, and Construction Projects*

AFI 65-106, *Appropriated Fund Support of Morale, Welfare, and Recreation and Nonappropriated Fund Instrumentalities*

AFI 65-601, Volume 1, *USAF Budget Guidance and Procedures*

AFI 65-604, *Appropriation Symbols and Budget Codes*

AFI 65-610, *Guidance for Expenditures at Deployed Locations*

AFM10-100, *Airman's Manual*

AFMAN 37-123 (to be renamed AFMAN 33-363), *Management of Records*

AFPAM 65-110, *Deployed Agent Operations*

AFPD 65-1, *Management of Financial Services*

50 Questions Every Airman Can Answer

50 More Questions Every Airman Can Answer

United States Code and Public Law information available at
<http://www4.law.cornell.edu/uscode/html>

<http://thomas.loc.gov/bss>

DFAS publications available at

<https://dfas4dod.dfas.mil/library/pubs>

DOD Directives available at

<https://www.dtic.mil/whs/directives>

DOD FMR publications available at

<http://www.dod.mil/comptroller/fmr>

Joint planning doctrine publications available at

<http://www.dtic.mil/doctrine/jel>

Air Force publications available at

<http://www.e-publishing.af.mil/pubfiles>

50 Questions publications available at

<https://www.doctrine.af.mil/library>

Air Force Center for Knowledge Sharing Lessons Learned

<https://afknowledge.langley.af.mil/afcks>

Contingency Wartime Planning Course (CWPC)

<http://www.cadre.maxwell.af.mil/warfarestudies/cwpc>

Air Force Crossroads

<http://www.crossroads.com/>

The following information is available through the AF Portal – after accessing the portal

Select My Workspace >>Financial Management >>Deployment Planning Guidance

- AF/XOXW AEF Planning Preparation and Posturing Guidance

- Financial Management Prioritization and Sequencing Guidance for AEF Planning (Annex E)

- Comptroller Agile Combat Support CONOPS

- Comptroller Contingency Familiarization Course

- Contingency Operations and Mobilization Basic Agent Tools (COMBAT)

- Contingency Training Lifecycle

- Financial Management Mid-Tour Reports

MAJCOM Financial Management Contingency and War Plans offices available online:

USAFE – <https://wwwmil.usafe.af.mil/direct/fm/contingency>

PACAF – <https://www.hqpacaf.af.mil/fm/FMFF/contingency>

AFMC – <https://www.afmc-mil.wpafb.af.mil/hq-afmc/fm>

AETC – <https://www.aetc.af.mil/fm/fmp/deployment>

ACC – https://www.acc.af.mil/fmf/fmfp/deployments_contingencies

AFRC – <https://wwwmil.afrc.af.mil/hq/fm/fmx/fmxx/reservists>

ANG – https://airguard.anf.af.mil/fm/plans_&_programs/deployments_readiness

Abbreviations and Acronyms

AAFES—Army and Air Force Exchange Service

ACSA—acquisition cross service agreement

ACS—agile combat support

ADCON—administrative control

ADVON—advanced echelon

AECA—Arms Export Control Act

AEF—air expeditionary force

AEFC—Air Expeditionary Force Center

AF—Air Force

AFFOR—Air Force Forces

AFI—Air Force Instruction

AFMAN—Air Force Manual

AFO—Accounting and Finance Officer

AFPD—Air Force Policy Directive

AFRC—Air Force Reserve Command

AIK—assistance in kind

ALC—air logistics center

AMC—Air Mobility Command

ANG—Air National Guard

APC—armored personnel carrier

ARC—Air Reserve Component

ARFOR—Army Forces

ART—AEF reporting tool

ASD (C)—Assistant Secretary of Defense (Comptroller)

A-Staff—AFFOR Staff

ATRAS—Automated Travel Record Accounting System
AUTODIN—Automated Digital Network
BAS—basic allowance for subsistence
BEAMS—Base Engineer Automated Management System
BFO—Budget and Fiscal Office
BPA—blanket purchase agreement
BQ—USAF Standard Base-Level General Accounting and Finance System
BSP—base support plans
CA—civil affairs
CAF—Combat Air Forces
CAM—comptroller alert message
CCFC—comptroller contingency familiarization course
CCO—contingency contracting officer
CIA—Central Intelligence Agency
CIF—Combatant Commander (CINC) Initiative Fund
CINC—commander in chief
CJCS—Chairman Joint Chiefs of Staff
CJTF—commander, joint task force
CMA—centrally managed account
COA—course of action
COB—co-located operating base
COLA—Cost of Living Allowance
COMAFFOR—commander, Air Forces Forces
COMBAT—contingency operations and mobilization agent tools
CONOPS—concept of operations
CONPLANS—concept plans
CONUS—continental United States
CRA—continuing resolution authority
CTR—Cooperative Threat Reduction
CVS—commercial vendor services
CZTE—Combat Zone Tax Exclusion
DA—disbursing agent

DAO—Defense Accounting Officer
DDO—Deputy Disbursing Officer
DFAS—Defense Finance and Accounting Service
DFAS-DE—Defense Finance and Accounting Service-Denver Center
DJMS—Defense Joint Military Pay Systems
DJMS-RC—Defense Joint Military Pay Systems – Reserve Component
DMRD—defense management resource decision
DOD—Department of Defense
DODFMR—Department of Defense Financial Management Regulation
DO—director operations; disbursing officer
DOS—Department of State
DSCA—Defense Security Cooperative Agency
DSSN—Disbursing Station Symbol Number
DSSR—Department of State Standardized Regulation
E&E—Emergency and Extraordinary Expense Authority
EA—executive agent
ECS—expeditionary combat support
EDA— Excess Defense Articles; Excess Defense Articles
EFT—electronic funds transfer
EPW—enemy prisoner of war
ERCC—Expeditionary Regional Contracting Center
ESF—Economic Support Fund
ESP—Emergency Special Program
EVE—equal value exchange
FAA—Foreign Assistance Act
FAM—functional area manager
FCA—fund cite authorization
FCFD—Foreign Currency Fluctuation Defense
FCG—foreign clearance guide
FM—financial management
FMS—foreign military sales
FNS—foreign nation support

FOA—Field Operating Agency

FORSIZE—force size

FSH—family separation for housing

FSO—financial services officer

FSA- Family Separation Allowance

FTCA—Foreign Tort Claims Act

GAO—General Accounting Office

GPC—government purchase card

GSA—General Services Administration

HCA—humanitarian and civic assistance

HDP—hardship duty pay

HDP-L—hardship duty pay-location

HFP—hostile fire pay

HHQ—higher headquarters

HN—host nation

HNS—host nation support

HQ—headquarters

IATS—Integrated Automated Travel System

IAW—in accordance with

IDP—imminent danger pay

IMET—international military education and training

ISR—intelligence, surveillance, reconnaissance

J-1—Manpower and Personnel Directorate of a joint staff

J-2—Intelligence Directorate of a joint staff

J-4—Logistics Directorate of a joint staff

J-5—Plans Directorate of a joint staff

J-8—Director for Force Structure, Resource, and Assessment,

JCS—Joint Chief Staff

JFACC—joint force air component commander

JFC—joint force commander

JFTR—joint federal travel regulations

JOA—joint operations area

JOPES—Joint Planning and Execution System
JP—Joint Publication
JRCC—joint reception coordination center
JTF—joint task force
JTR—joint travel regulations
L&DC—laundry and dry-cleaning
LD/HD—Low Density/High Demand
LDA—limited depository account
LES—leave and earnings statement
LG—deputy chief of staff logistics
LIMFAC—limiting factor
LOA—letter of assist
LOAC—law of armed conflict
LOGDET—logistics detail
LPSB—Logistics Procurement Support Board
MAF—mobility air forces
MAFR—Merged Accountability and Fund Reporting
MAJCOM—Major Command
MARFOR—Marine Forces
MBF—military banking facility
MCR—Marine Corps Reserve
MCS—maintenance cost system
MILCON—military construction
MISCAP—mission capability statement
MOA—memorandum of agreement
MOB—main operating base
MOPLANS—mobility plans
MPCC—military paper check conversion
MPC—military payment certificate
MPF—military personnel flight
MSC—Military Sealift Command
MSEL—master scenario events listing

MTMC—Military Traffic Management Command
MWR—morale, welfare, and recreation
NATO—North Atlantic Treaty Organization
NAVFOR—Navy forces
NBCC—nuclear, biological, chemical and conventional
NCA—National Command Authorities
NCO—noncommissioned officer
NDAA—National Defense Authorization Act
NEO—noncombatant evacuation operation
NGO—nongovernmental organization
NSC—National Security Council
O&M—operation and maintenance
OMB—Office of Management and Budget
OMC—Office of Military Cooperation
OPCON—operational control
OPLANS—operations plans
OPORD—operations order
OPR—office of primary responsibility
OPTEMPO—operating tempo
ORF—Official Representation Funds
P, C, & H—packing, crating, and handling
PA—public affairs; paying agent
PC—processing center
PDF—personnel deployment function
PDS—permanent duty station
PDTATAC—Per Diem Transportation and Travel Allowance Committee
PFR—personnel financial record
PIC—payment in cash
PKO—peacekeeping operations
POL—petroleum, oils, and lubricants
PVO—private voluntary organization
RA—resource advisor

RDS—records disposition schedule
RIK—replacement in kind
RM—resource management
ROD—report of discrepancy
ROE—rules of engagement
SAF/FM—Assistant Secretary of the Air Force (Financial Management and Comptroller)
SAF/MR—Air Force Manpower, Reserve Affairs
SBSS—Standard Base Supply System
SC—Communications
SCO—Senior Contracting Official
SecDef—Secretary of Defense
SF—Standard Form
SJA—Staff Judge Advocate
SOFA—status of forces agreement
SOF—special operations forces
SORTS—Status of Resources and Training
SRR—survival, recovery and reconstitution
SSN—Social Security Number
STANAG—standardization agreement (NATO)
TALCE—tanker airlift control element
TASO—terminal area security officer
TCA—traditional combatant commander (CINC) activity
TDY—temporary duty
TPFDD—time-phased force and deployment data
UDM—unit deployment manager
UMD—unit manning document
UN—United Nations
UNPA—United Nations Participation Act
USAFE—United States Air Forces in Europe
USAF—United States Air Force
USAID—US Agency for International Development
USA—United States Army

USC—United States Code
USCENTAF—United States Central Air Force
USCENTCOM—United States Central Command
USCG—United States Coast Guard
USD(C)—Under Secretary of Defense (Comptroller)
USDO—United States disbursing officer
USDP—Under Secretary of Defense for Policy
USD—United States dollar
USEUCOM—United States European Command
USG—United States Government
USJFCOM—United States Joint Forces Command
USMC—United States Marine Corps
USNORTHCOM—United States Northern Command
USN—United States Navy
USPACAF—United States Pacific Air Forces
USPACOM—United States Pacific Command
USSDP—United States Savings Deposit Program
USSOCOM—United States Special Operations Command
USSOUTHAF—United States Southern Air Force
USSOUTHCOM—United States Southern Command
USSTRATCOM—United States Strategic Command
USTRANSCOM—United States Transportation Command
USUN—United States Mission to the United Nations in New York
UTC—unit type code
VIMS—Vehicle Integrated Management System
WIF—Warsaw Initiative Fund
WMP—USAF War and Mobilization Plan
WRM—war readiness material
XP—Wing Plans and Programs

Terms

Accommodation Exchange—The exchange of Treasury checks or U.S. dollar instruments for U.S. dollars (i.e. check cashing). Also, the exchange of U.S. dollars or dollar instruments for

foreign currency, or where permitted, the exchange of foreign currencies for U.S. dollars or dollar instruments.

Accountable Individual—Includes all personnel, whether military or civilian, who are certifying officers, accountable officials, and disbursing officers. The term also includes deputy disbursing officers, agents, cashiers and other employees who by virtue of their employment are responsible for or have custody of government funds.

Accountability—The obligation imposed by law or lawful order or regulation on an officer or other person for keeping accurate record of property, documents, or funds. The person having this obligation may or may not have actual possession of the property, documents, or funds. Accountability is concerned primarily with records, while responsibility is concerned primarily with custody, care, and safekeeping.

acquisition and cross-servicing agreement (ACSA)—Agreements negotiated on a bilateral basis with US allies or coalition partners that allow US forces to exchange most common types of support, including food, fuel, transportation, ammunition, and equipment. Authority to negotiate these agreements is usually delegated to the combatant commander by the Secretary of Defense. Authority to execute these agreements lies with the Secretary of Defense, and may or may not be delegated. Governed by legal guidelines, these agreements are used for contingencies, peacekeeping operations, unforeseen emergencies, or exercises to correct logistic deficiencies that cannot be adequately corrected by national means. The support received or given is reimbursed under the conditions of the acquisition and cross-servicing agreement.

administrative control—Direction or exercise of authority over subordinate or other organizations in respect to administration and support, including organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations. Also called **adcon**.

advanced echelon—Team composed of personnel from various functional areas who are primarily responsible for coordinating and executing force reception and beddown plans by identifying employment location capabilities and limiting factors (LIMFAC). Also called **advon**.

Agent (of a Disbursing Officer)—An individual who is acting under a formal letter of appointment from the disbursing officer. Agents are not authorized to sign U.S. Treasury checks. The duties of an agent usually consist of making cash payments and collections, performing check cashing services, and preparation of financial documents. Agents may be authorized to sign such other official documents attesting to transactions made by the agent as specifically designated in the appointment. In certain instances, the DFAS Centers may approve Treasury check issue authority for a disbursing agent who meets the minimum qualification requirements of a deputy disbursing officer and who is, in fact, appointed as a deputy.

Air and Space Expeditionary Task Force—A deployed Numbered Air Force (NAF) or command echelon immediately subordinate to a NAF provided as the US Air Force component command committed to a joint operation. Also called **AETF**.

Air Expeditionary Wing—A wing or wing slice placed under the administrative control of an air and space expeditionary task force or air and space task force by Department of the Air Force orders for a joint operation. Also called **AEW**.

Air Force Component Headquarters—The field headquarters facility of the Air Force commander charged with the overall conduct of Air Force operations. It is composed of the command section and appropriate staff elements.

Air Force Special Operations Component—The Air Force component of a joint force special operations component. Also called **AFSOC**. See also **Army special operations component**; **Navy special operations component**.

Air Mobility—The rapid movement of personnel, materiel and forces to and from or within a theater by air. This includes both airlift and air refueling. See also **air refueling**.

Air Mobility Command—The Air Force component command of the US Transportation Command. Also called **AMC**.

Allocation—Distribution of limited resources among competing requirements. Specific allocations (e.g., air sorties, nuclear weapons, forces, and transportation) are described as allocation of air sorties, nuclear weapons, etc.

Anti-deficiency Violations—The incurring of obligations or the making of expenditure (outlays) in excess of amounts available in appropriations or funds.

Appendix—A document appended to an annex of an operation order, operation plan, or other document to clarify or to give further details.

Apportionment—In the general sense, distribution for planning of limited resources among competing requirements. Specific apportionments (e.g., air sorties and forces for planning) are described as apportionment of air sorties and forces for planning, etc.

area of operations (AO)—An operational area defined by the joint force commander for land and naval forces. Areas of operation do not typically encompass the entire operational area of the joint force commander, but should be large enough for component commanders to accomplish their missions and protect their forces.

area of responsibility (AOR)—The geographical area associated with a combatant command within which a combatant commander has authority to plan and conduct operations.

Army and Air Force Exchange Service Imprest Fund Activity—A military-operated retail activity, usually in remote or forward sites, when regular direct operations exchanges cannot be provided. It is a satellite activity of an Army and Air Force Exchange Service (AAFES) direct operation. The supported unit appoints the officer in charge of an imprest fund activity, who is issued an initial fund by AAFES to purchase beginning inventory. Money generated from sales is used to replenish the merchandise stock.

bare base—A base having minimum essential facilities to house, sustain, and support operations to include, if required, a stabilized runway, taxiways, and aircraft parking areas. A bare base must have a source of water that can be made potable. Other requirements to operate under bare base conditions form a necessary part of the force package deployed to the bare base.

base support plan – Plan written at base level to document the coordinated actions required to execute the reception and beddown of inbound assigned and/or transitory forces.

campaign—A series of related military operations aimed at accomplishing a strategic or operational objective within a given time and space.

campaign plan—A plan for a series of related military operations aimed at accomplishing a strategic or operational objective within a given time and space.

campaign planning—The process whereby combatant commanders and subordinate joint force commanders translate national or theater strategic and operational concepts through the development of campaign plans. Campaign planning may begin during deliberate planning when the actual threat, national guidance, and available resources become evident, but is normally not completed until after the National Command Authorities select the course of action during crisis action planning. Campaign planning is conducted when contemplated military operations exceed the scope of a single major joint operation.

capability—The ability to execute a specified course of action.

cashier—A cashier can be a military member or DoD civilian employee designated by the disbursing officer to perform duties involving the handling of public funds. The recruitment, screening, and selection of persons for cashier positions should be accomplished with primary regard to the sensitive nature of the position.

centrally managed item—An item of materiel subject to inventory control point (wholesale level) management.

central procurement—The procurement of materiel, supplies, or services by an officially designated command or agency with funds specifically provided for such procurement for the benefit and use of the entire component or, in the case of single managers, for the Military Departments as a whole.

certifying officer—An individual designated to attest to the correctness of statements, facts, accounts, and amounts appearing on a voucher, or other documents. A certifying officer is pecuniary liable for payments in accordance with 31 U.S.C. 3528.

chain of command—The succession of commanding officers from a superior to a subordinate through which command is exercised.

chief of staff—The senior or principal member or head of a staff, or the principal assistant in a staff capacity to a person in a command capacity; the head or controlling member of a staff, for purposes of the coordination of its work; a position that in itself is without inherent power of command by reason of assignment, except that which is invested in such a position by delegation to exercise command in another's name. Also called **CoS**.

civil affairs—Designated Active and Reserve component forces and units organized, trained, and equipped specifically to conduct civil affairs activities and to support civil-military operations. Also called **CA**.

civil affairs activities—Activities performed or supported by civil affairs that (1) enhance the relationship between military forces and civil authorities in areas where military forces are present; and (2) involve application of civil affairs functional specialty skills, in areas normally the responsibility of civil government, to enhance conduct of civil-military operations.

civil engineering—Those combat support and combat service support activities that identify, design, construct, lease, or provide facilities, and which operate, maintain, and perform war damage repair and other engineering functions in support of military operations. See also **combat service support; combat support**. Also called **CE**.

coalition—An ad hoc arrangement between two or more nations for common action. See also **alliance**; **multinational**.

coalition action—Multinational action outside the bounds of established alliances, usually for single occasions or longer cooperation in a narrow sector of common interest. See also **alliance**; **coalition**; **multinational operations**.

combatant command—A unified or specified command with a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Combatant commands typically have geographic or functional responsibilities. See also **specified command**; **unified command**.

combatant commander—A commander of one of the unified or specified combatant commands established by the President. Also called **CDR**.

combat service support—The essential capabilities, functions, activities, and tasks necessary to sustain all elements of operating forces in theater at all levels of war. Within the national and theater logistic systems, it includes but is not limited to that support rendered by service forces in ensuring the aspects of supply, maintenance, transportation, health services, and other services required by aviation and ground combat troops to permit those units to accomplish their missions in combat. Combat service support encompasses those activities at all levels of war that produce sustainment to all operating forces on the battlefield. Also called **CSS**. See also **combat support**.

combat support—Fire support and operational assistance provided to combat elements. Also called **CS**.

combined—Between two or more forces or agencies of two or more allies. (When all allies or services are not involved, the participating nations and services shall be identified, e.g., combined navies.) See also **joint**.

Combined Air Operations Center—A combined staffed facility established for planning, directing, and executing joint air operations in support of the joint force commander's operation or campaign objectives. Also called **CAOC**.

combined operation—An operation conducted by forces of two or more Allied nations acting together for the accomplishment of a single mission.

command and control—The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission. Also called **C2**.

command relationships—The interrelated responsibilities between commanders, as well as the operational authority exercised by commanders in the chain of command; defined further as combatant command (command authority), operational control, tactical control, or support.

component—1. One of the subordinate organizations that constitute a joint force. Normally a joint force is organized with a combination of Service and functional components. 2. In

logistics, a part or combination of parts having a specific function, which can be installed or replaced only as an entity. Also called **COMP**. See also **functional component command**; **Service component command**.

concept of operations—A verbal or graphic statement, in broad outline, of a commander's assumptions or intent in regard to an operation or series of operations. The concept of operations frequently is embodied in campaign plans and operation plans; in the latter case, particularly when the plans cover a series of connected operations to be carried out simultaneously or in succession. The concept is designed to give an overall picture of the operation. It is included primarily for additional clarity of purpose. Also called **commander's concept** or **CONOPS**.

concept plan—An operation plan in concept format. Also called **CONPLAN**. See also **operation plan**.

contingency—An emergency involving military forces caused by natural disasters, terrorists, subversives, or by required military operations. Due to the uncertainty of the situation, contingencies require plans, rapid response, and special procedures to ensure the safety and readiness of personnel, installations, and equipment. See also **contingency contracting**.

Contingency contracting—Contracting performed in support of a peacetime contingency in an overseas location pursuant to the policies and procedures of the Federal Acquisition Regulatory System.

contingency operation—A military operation that is either designated by the Secretary of Defense as a contingency operation or becomes a contingency operation as a matter of law (10 United States code (USC) 101[a][13]). It is a military operation that: a. is designated by the Secretary of Defense as an operation in which members of the Armed Forces are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing force; or b. is created by definition of law. Under 10 USC 101 (a)(13)(B), a contingency operation exists if a military operation results in the (1) call-up to (or retention on) active duty of members of the uniformed Services under certain enumerated statutes (10 USC Sections 688, 12301(a), 12302, 12304, 12305, 12406, or 331-335); and (2) the call-up to (or retention on) active duty of members of the uniformed Services under other (non-enumerated) statutes during war or national emergency declared by the President or Congress. See also **contingency; operation**.

contingency plan—A plan for major contingencies that can reasonably be anticipated in the principal geographic sub-areas of the command. See also **joint operation planning**.

contingency planning guidance—The Contingency Planning Guidance (CPG) fulfills the statutory duty of the Secretary of Defense to furnish written policy guidance annually to the Chairman of the Joint Chiefs of Staff for contingency planning. The Secretary issues this guidance with the approval of the President after consultation with the Chairman of the Joint Chiefs of Staff. The CPG focuses the guidance given in the National Security Strategy and Defense Planning Guidance, and is the principal source document for the Joint Strategic Capabilities Plan. Also called **CPG**.

contracting officer—A US military officer or civilian employee who has a valid appointment as a contracting officer under the provisions of the Federal Acquisition Regulation. The individual has the authority to enter into and administer contracts and determinations as well as findings about such contracts.

course of action—1. Any sequence of activities that an individual or unit may follow. 2. A possible plan open to an individual or commander that would accomplish, or is related to the accomplishment of the mission. 3. The scheme adopted to accomplish a job or mission. 4. A line of conduct in an engagement. 5. A product of the Joint Operation Planning and Execution System concept development phase. Also called **COA**.

crisis—An incident or situation involving a threat to the United States, its territories, citizens, military forces, possessions, or vital interests that develops rapidly and creates a condition of such diplomatic, economic, political, or military importance that commitment of US military forces and resources is contemplated in order to achieve national objectives.

crisis action planning—1. The Joint Operation Planning and Execution System process involving the time-sensitive development of joint operation plans and orders in response to an imminent crisis. Crisis action planning follows prescribed crisis action procedures to formulate and implement an effective response within the time frame permitted by the crisis. 2. The time-sensitive planning for the deployment, employment, and sustainment of assigned and allocated forces and resources that occurs in response to a situation that may result in actual military operations. Crisis action planners base their plan on the circumstances that exist at the time planning occurs. Also called **CAP**. See also **Joint Operation Planning and Execution System**.

Defense Planning Guidance—This document, issued by the Secretary of Defense, provides firm guidance in the form of goals, priorities, and objectives, including fiscal constraints, for the development of the Program Objective Memorandums by the Military Departments and Defense agencies. Also called **DPG**.

deliberate planning—1. The Joint Operation Planning and Execution System process involving the development of joint operation plans for contingencies identified in joint strategic planning documents. Deliberate planning is accomplished in prescribed cycles that complement other Department of Defense planning cycles in accordance with the formally established Joint Strategic Planning System. 2. A planning process for the deployment and employment of apportioned forces and resources that occurs in response to a hypothetical situation. See also **Joint Operation Planning and Execution System; Joint Strategic Planning System**.

Department of the Air Force—The executive part of the Department of the Air Force at the seat of government and all field headquarters, forces, Reserve Components, installations, activities, and functions under the control or supervision of the Secretary of the Air Force. Also called **DAF**.

deployment—1. The movement of forces within operational areas. 2. The positioning of forces into a formation for battle. 3. The relocation of forces and materiel to desired operational areas. Deployment encompasses all activities from origin or home station through destination, specifically including intra-continental United States, inter-theater, and intra-theater movement legs, staging, and holding areas.

deployment database—The Joint Operation Planning and Execution System database containing the necessary information on forces, materiel, and filler and replacement personnel movement requirements to support execution. The database reflects information contained in the refined time-phased force and deployment data from the deliberate planning process or developed during the various phases of the crisis action planning process, and the movement

schedules or tables developed by the transportation component commands to support the deployment of required forces, personnel, and materiel. See also **time-phased force and deployment data**.

deployment order—A planning directive from the Secretary of Defense, issued by the Chairman of the Joint Chiefs of Staff, that authorizes and directs the transfer of forces between combatant commands by reassignment or attachment. A deployment order normally specifies the authority that the gaining combatant commander will exercise over the transferred forces.

deployment planning—Operational planning directed toward the movement of forces and sustainment resources from their original locations to a specific operational area for conducting the joint operations contemplated in a given plan. Encompasses all activities from origin or home station through destination, specifically including intra-continental United States, inter-theater, and intra-theater movement legs, staging areas, and holding areas.

Deputy Disbursing Officer—An individual appointed by the disbursing officer to act in the name of and for that disbursing officer to perform any and all acts relating to the receipt, disbursement, custody, and accounting for public funds. The disbursing officer making the appointment may restrict the acts a deputy is authorized to perform.

disbursing agent—An agent to the disbursing officer that has not been appointed as a deputy disbursing officer. Generally, a disbursing agent operates a permanently located disbursing office of considerable size that is geographically separated from the disbursing officer's office, however the use of disbursing agents is not restricted to geographic separation from the DO.

Disbursing Office—An activity or the organizational unit of an activity whose principal function consists of the disbursement and collection of public funds. The term "disbursing office" includes both tactical and non-tactical disbursing activities. Each disbursing office will have a disbursing officer and at least one deputy position. Disbursing offices within DoD formerly were referred to as Finance and Accounting Offices (FAO), Accounting and Finance Offices (AFO), and Finance Offices (FO).

Disbursing Officer (DO)—A military member or a civilian employee of a DoD Component designated to disburse moneys and render accounts according to laws and regulations governing the disbursement of public moneys.

doctrine—Fundamental principles by which the military forces or elements thereof guide their actions in support of national objectives. It is authoritative but requires judgment in application.

domestic emergencies—Emergencies affecting the public welfare and occurring within the 50 states, District of Columbia, Commonwealth of Puerto Rico, US possessions and territories, or any political subdivision thereof, as a result of enemy attack, insurrection, civil disturbance, earthquake, fire, flood, or other public disasters or equivalent emergencies that endanger life and property or disrupt the usual process of government. The term domestic emergency includes any or all of the emergency conditions defined below: a. **civil defense emergency**—A domestic emergency disaster situation resulting from devastation created by an enemy attack and requiring emergency operations during and following that attack. Appropriate authority in anticipation of an attack may proclaim it. b. **civil disturbances**—Riots, acts of violence, insurrections, unlawful obstructions or assemblages, or other disorders prejudicial to public law and order. The term civil disturbance includes all domestic conditions requiring or likely to require the use of Federal Armed Forces pursuant to the provisions of Chapter 15 of Title 10, United States Code. c.

major disaster—Any flood, fire, hurricane, tornado, earthquake, or other catastrophe which, in the determination of the President, is or threatens to be of sufficient severity and magnitude to warrant disaster assistance by the Federal Government under Public Law 606, 91st Congress (42 United States Code 58) to supplement the efforts and available resources of State and local governments in alleviating the damage, hardship, or suffering caused thereby. d. **natural disaster**—All domestic emergencies except those created as a result of enemy attack or civil disturbance.

executive agent—A term used to indicate a delegation of authority by the Secretary of Defense to a subordinate to act on the Secretary's behalf. An agreement between equals does not create an executive agent. For example, a Service cannot become a Department of Defense executive agent for a particular matter with simply the agreement of the other Services; the Secretary of Defense must delegate such authority. Designation as executive agent, in and of itself, confers no authority. The exact nature and scope of the authority delegated must be stated in the document designating the executive agent. An executive agent may be limited to providing only administration and support or coordinating common functions, or it may be delegated authority, direction, and control over specified resources for specified purposes. Also called **EA**.

exercise—A military maneuver or simulated wartime operation involving planning, preparation, and execution. It is carried out for the purpose of training and evaluation. It may be a multinational, joint, or single-Service exercise, depending on participating organizations.

expeditionary force—An armed force organized to accomplish a specific objective in a foreign country.

facility—A real property entity consisting of one or more of the following: a building, a structure, a utility system, pavement, and underlying land.

finance operations—The execution of the joint finance mission to provide financial advice and guidance, support of the procurement process, providing pay support, and providing disbursing support.

financial management—Financial management encompasses the two core processes of resource management and finance operations. Also called **FM**. See also **resource management operations**.

force—1. An aggregation of military personnel, weapon systems, equipment, and necessary support, or combination thereof. 2. A major subdivision of a fleet.

force beddown—The provision of expedient facilities for troop support to provide a platform for the projection of force. These facilities may include modular or kit-type facility substitutes.

force module—A grouping of combat, combat support, and combat service support forces, with their accompanying supplies and the required non-unit re-supply and personnel necessary to sustain forces for a minimum of 30 days. The elements of force modules are linked together or are uniquely identified so that they may be extracted from or adjusted as an entity in the Joint Operation Planning and Execution System databases to enhance flexibility and usefulness of the operation plan during a crisis. Also called **FM**. See also **force module package**.

force module package—A force module with a specific functional orientation (e.g. air superiority, close air support, reconnaissance, ground defense) that include combat, associated combat support, and combat service support forces. Additionally, force module packages will

contain sustainment in accordance with logistic policy contained in Joint Strategic Capabilities Plan Annex B. Also called **FMP**.

force protection—Actions taken to prevent or mitigate hostile actions against Department of Defense personnel (to include family members), resources, facilities, and critical information. These actions conserve the force's fighting potential so it can be applied at the decisive time and place and incorporate the coordinated and synchronized offensive and defensive measures to enable the effective employment of the joint force while degrading opportunities for the enemy. Force protection does not include actions to defeat the enemy or protect against accidents, weather, or disease. Also called **FP**.

force protection condition—A Chairman of the Joint Chiefs of Staff-approved program standardizing the Military Services' identification of and recommended responses to terrorist threats against US personnel and facilities. This program facilitates inter-Service coordination and support for antiterrorism activities. Also called **FPCON**. There are four Peons above normal. a. **FPCON ALPHA**—This condition applies when there is a general threat of possible terrorist activity against personnel and facilities, the nature and extent of which are unpredictable, and circumstances do not justify full implementation of FPCON BRAVO measures. However, it may be necessary to implement certain measures from higher Peons resulting from intelligence received or as a deterrent. The measures in this FPCON must be capable of being maintained indefinitely. b. **FPCON BRAVO**—This condition applies when an increased and more predictable threat of terrorist activity exists. The measures in this FPCON must be capable of being maintained for weeks without causing undue hardship, affecting operational capability, and aggravating relations with local authorities. c. **FPCON CHARLIE**—This condition applies when an incident occurs or intelligence is received indicating some form of terrorist action against personnel and facilities is imminent. Implementation of measures in this FPCON for more than a short period probably will create hardship and affect the peacetime activities of the unit and its personnel. d. **FPCON DELTA**—This condition applies in the immediate area where a terrorist attack has occurred or when intelligence has been received that terrorist action against a specific location or person is likely. Normally, this FPCON is declared as a localized condition. **Foreign Assistance**—Assistance to foreign nations ranging from the sale of military equipment to donations of food and medical supplies to aid survivors of natural and manmade disasters. US assistance takes three forms—development assistance, humanitarian assistance, and security assistance. See also **domestic emergencies; foreign disaster; foreign humanitarian assistance**.

foreign disaster—An act of nature (such as a flood, drought, fire, hurricane, earthquake, volcanic eruption, or epidemic), or an act of man (such as a riot, violence, civil strife, explosion, fire, or epidemic), which is or threatens to be of sufficient severity and magnitude to warrant United States foreign disaster relief to a foreign country, foreign persons, or to an international organization. See also **foreign disaster relief**.

foreign disaster relief—Prompt aid that can be used to alleviate the suffering of foreign disaster victims. Normally it includes humanitarian services and transportation; the provision of food, clothing, medicine, beds, and bedding; temporary shelter and housing; the furnishing of medical materiel and medical and technical personnel; and making repairs to essential services.

foreign exchange—Identifies the conversion (exchange) of foreign currencies; i.e., the legal monetary unit of a foreign nation and negotiable instruments, such as travelers checks, money orders, and bank drafts, payable in such monetary units.

foreign humanitarian assistance—Programs conducted to relieve or reduce the results of natural or manmade disasters or other endemic conditions such as human pain, disease, hunger, or privation that might present a serious threat to life or that can result in great damage to or loss of property. Foreign humanitarian assistance (FHA) provided by US forces is limited in scope and duration. The foreign assistance provided is designed to supplement or complement the efforts of the host nation civil authorities or agencies that may have the primary responsibility for providing FHA. FHA operations are those conducted outside the United States, its territories, and possessions. Also called **FHA**.

foreign military sales—That portion of United States security assistance authorized by the Foreign Assistance Act of 1961, as amended, and the Arms Export Control Act of 1976, as amended. This assistance differs from the Military Assistance Program and the International Military Education and Training Program in that the recipient provides reimbursement for defense articles and services transferred. Also called **FMS**.

foreign nation support—Civil and/or military assistance rendered to a nation when operating outside its national boundaries during war, or operations other than war based on agreements mutually concluded between nations or on behalf of international organizations. Support may come from the nation in which forces are operating. Foreign nation support also may be from third party nations and include support or assistance, such as logistics, rendered outside the operational area. Also called **FNS**. See also **host-nation support**.

forward operating base—An airfield used to support tactical operations without establishing full support facilities. The base may be used for an extended time period. Support by a main operating base will be required to provide backup support for a forward operating base. Also called **FOB**.

forward operating location—Similar to a forward operating base (FOB) but without the in-place infrastructure associated with a FOB. Also called **FOL**.

functional area—Each individual element of a disbursing office (also known as subject matter areas) responsible for specific types of transactions. For example: Accounts Control; Travel; Military Pay; Commercial Services; Civilian Pay; or Fiscal.

functional component command—A command normally, but not necessarily, composed of forces of two or more Military Departments that may be established across the range of military operations to perform particular operational missions that may be of short duration or may extend over a period of time.

functional plans—Plans involving the conduct of military operations in a peacetime or permissive environment developed by combatant commanders to address requirements such as disaster relief, nation assistance, logistics, communications, surveillance, protection of US citizens, nuclear weapon recovery and evacuation, and continuity of operations or similar discrete tasks. They may be developed in response to the requirements of the Joint Strategic Capabilities Plan, at the initiative of the combatant commander (CINC), or as tasked by the supported combatant commander, Joint Staff, Service, or Defense agency. Chairman of the Joint Chiefs of Staff review of CINC-initiated plans is not normally required.

home station—The permanent location of active duty units and Reserve Component units (e.g., location of armory or reserve center).

host nation—A nation that receives the forces and/or supplies of allied nations, coalition partners, and/or NATO organizations to be located on, to operate in, or to transit through its territory. Also called **HN**.

host-nation support—Civil and/or military assistance rendered by a nation to foreign forces within its territory during peacetime, crises or emergencies, or war based on agreements mutually concluded between nations. Also called **HNS**.

Host-Nation Support Agreement—Basic agreement normally concluded at government-to-government or government- to-combatant commander level. These agreements may include general agreements, umbrella agreements, and memoranda of understanding.

humanitarian and civic assistance—Assistance to the local populace provided by predominantly US forces in conjunction with military operations and exercises. This assistance is specifically authorized by title 10, United States Code, section 401, and funded under separate authorities. Assistance provided under these provisions is limited to (1) medical, dental, and veterinary care provided in rural areas of a country; (2) construction of rudimentary surface transportation systems; (3) well drilling and construction of basic sanitation facilities; and (4) rudimentary construction and repair of public facilities. Assistance must fulfill unit training requirements that incidentally create humanitarian benefit to the local populace. Also called **HCA**.

imprest fund—A cash fund of a fixed amount established through an advance of funds, without appropriation change, to an authorized imprest fund cashier to effect immediate cash payments of relatively small amounts for authorized purchases of supplies and non-personal services.

imprest fund cashier— An individual appointed by the local commander to make authorized cash payments for materials or services. An imprest fund cashier is required to maintain custody of public funds and to file periodic vouchers to account for and replenish the imprest fund. Disbursing personnel are not eligible for appointment as imprest fund cashiers.

joint—Connotes activities, operations, organizations, etc., in which elements of two or more Military Departments participate.

joint air operations—Air operations performed with air capabilities/forces made available by components in support of the joint force commander's operation or campaign objectives, or in support of other components of the joint force.

joint air operations center—A jointly staffed facility established for planning, directing, and executing joint air operations in support of the joint force commander's operation or campaign objectives. Also called **JAOC**.

joint force—A general term applied to a force composed of significant elements, assigned or attached, of two or more Military Departments operating under a single joint force commander. See also **joint force commander**. (JP 3-0)

joint force air component commander—The commander within a unified command, subordinate unified command, or joint task force responsible to the establishing commander for making recommendations on the proper employment of assigned, attached, and/or made

available for tasking air forces; planning and coordinating air operations; or accomplishing such operational missions as may be assigned. The joint force air component commander is given the authority necessary to accomplish missions and tasks assigned by the establishing commander. Also called **JFACC**.

joint force commander—A general term applied to a combatant commander, sub unified commander, or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force. Also called **JFC**.

joint operation planning—Planning for contingencies that can reasonably be anticipated in an area of responsibility or joint operations area of the command. Planning activities exclusively associated with the preparation of operation plans, operation plans in concept format, campaign plans, and operation orders (other than the Single Integrated Operational Plan) for the conduct of military operations by the combatant commanders in response to requirements established by the Chairman of the Joint Chiefs of Staff. Joint operation planning is coordinated at the national level to support Secretary of Defense Contingency Planning Guidance, strategic requirements in the National Military Strategy, and emerging crises. As such, joint operation planning includes mobilization planning, deployment planning, employment planning, sustainment planning, and redeployment planning procedures. Joint operation planning is performed in accordance with formally established planning and execution procedures.

Joint Operation Planning and Execution System—A system that provides the foundation for conventional command and control by national- and combatant command-level commanders and their staffs. It is designed to satisfy their information needs in the conduct of joint planning and operations. Joint Operation Planning and Execution System (JOPES) include joint operation planning policies, procedures, and reporting structures supported by communications and automated data processing systems. JOPES is used to monitor, plan, and execute mobilization, deployment, employment, sustainment, and redeployment activities associated with joint operations. Also called **JOPES**.

joint operations—A general term to describe military actions conducted by joint forces or by Service forces in relationships (e.g., support, coordinating authority) that, of themselves, do not create joint forces.

joint staff—1. The staff of a commander of a unified or specified command, subordinates unified command, joint task force, or subordinate functional component (when a functional component command will employ forces from more than one Military Department), that includes members from the several Services comprising the force. These members should be assigned in such a manner as to ensure that the commander understands the tactics, techniques, capabilities, needs, and limitations of the component parts of the force. Positions on the staff should be divided so that Service representation and influence generally reflect the Service composition of the force. 2. (capitalized as **Joint Staff**) The staff under the Chairman of the Joint Chiefs of Staff as provided for in the National Security Act of 1947, as amended by the Goldwater-Nichols Department of Defense Reorganization Act of 1986. The Joint Staff assists the Chairman and, subject to the authority, direction, and control of the Chairman and the other members of the Joint Chiefs of Staff in carrying out their responsibilities. Also called **JS**.

joint task force—A joint force that is constituted and so designated by the Secretary of Defense, a combatant commander, a sub unified commander, or an existing joint task force commander. Also called **JTF**.

law of armed conflict —That part of international law that regulates the conduct of armed hostilities. Also called **LOAC**. See also **rules of engagement**.

letter of assist—A contractual document issued by the United Nations (UN) to a government authorizing it to provide goods or services to a peacekeeping operation; the UN agrees either to purchase the goods or services or authorizes the government to supply them subject to reimbursement by the UN. A letter of assist typically details specifically what is to be provided by the contributing government and establishes a funding limit that cannot be exceeded. Also called **LOA**.

limited depositary account —A checking account in a foreign currency maintained in a limited depositary by a disbursing officer in his or her name. Also called operating accounts.

LIMFAC- Limiting factor. A factor or condition that either temporarily or permanently impedes a mission (e.g. transportation deficiencies, extreme weather conditions, or political conditions)

main operations base—In special operations, a base established by a joint force special operations component commander or a subordinate special operations component commander in friendly territory to provide sustained command and control, administration, and logistical support to special operations activities in designated areas. Also called **MOB**.

military construction—Any construction, alteration, development, conversion, or extension of any kind carried out with respect to a military installation. Also called **MILCON**.

Military Traffic Management Command—A major command of the US Army, and the US Transportation Command's component command responsible for designated continental United States land transportation as well as common-user water terminal and traffic management service to deploy, employ, sustain, and redeploy US forces on a global basis. Also called **MTMC**.

mission-oriented protective posture—A flexible system of protection against nuclear, biological, and chemical contamination. This posture requires personnel to wear only that protective clothing and equipment (mission-oriented protective posture gear) appropriate to the threat level, work rate imposed by the mission, temperature, and humidity. Also called **MOPP**. See also **mission-oriented protective posture gear**.

mission-oriented protective posture gear—Military term for individual protective equipment including suit, boots, gloves, mask with hood, first aid treatments, and decontamination kits issued to soldiers. Also called **MOPP gear**.

National Command Authorities—The President and the Secretary of Defense or their duly deputized alternates or successors. Also called **NCA**.

national military strategy—The art and science of distributing and applying military power to attain national objectives in peace and war. Also called **NMS**.

National Security Council—A governmental body specifically designed to assist the President in integrating all spheres of national security policy. The President, Vice President, Secretary of State, and Secretary of Defense are statutory members. The Chairman of the Joint Chiefs of Staff; Director, Central Intelligence Agency; and the Assistant to the President for National Security Affairs serve as advisers. Also called **NSC**.

natural disaster—An emergency situation posing significant danger to life and property that results from a natural cause.

non-appropriated funds—Funds generated by DOD military and civilian personnel and their dependents and used to augment funds appropriated by the Congress to provide a comprehensive, morale-building welfare, religious, educational, and recreational program, designed to improve the well-being of military and civilian personnel and their dependents. Also called **NAF**.

noncombatant evacuation operations—Operations directed by the Department of State, the Department of Defense, or other appropriate authority whereby noncombatants are evacuated from foreign countries when their lives are endangered by war, civil unrest, or natural disaster to safe havens or to the United States. Also called **NEOs**.

nongovernmental organizations—Transnational organizations of private citizens that maintain a consultative status with the Economic and Social Council of the United Nations. Nongovernmental organizations may be professional associations, foundations, multinational businesses, or simply groups with a common interest in humanitarian assistance activities (development and relief). “Nongovernmental organizations” is a term normally used by non-United States organizations. Also called **NGOs**.

non-lethal weapons—Weapons that are explicitly designed and primarily employed so as to incapacitate personnel or material, while minimizing fatalities, permanent injury to personnel, and undesired damage to property and the environment. a. Unlike conventional lethal weapons that destroy their targets through blast, penetration, and fragmentation, non-lethal weapons employ means other than gross physical destruction to prevent the target from functioning. b. Non-lethal weapons are intended to have one, or both, of the following characteristics: (1) have relatively reversible effects on personnel or materiel. (2) Affect objects differently within their area of influence.

operation—1. A military action or the carrying out of a strategic, operational, tactical, service, training, or administrative military mission. 2. The process of carrying on combat, including movement, supply, attack, defense, and maneuvers needed to gain the objectives of any battle or campaign.

operational control—Command authority that may be exercised by commanders at any echelon at or below the level of combatant command. Operational control is inherent in combatant command (command authority) and may be delegated within the command. the Secretary of Defense will specify the command relationship the gaining commander will exercise (and the losing commander will relinquish). Operational control is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. Operational control should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and Service and/or functional component commanders. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions; it does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. Also called **OPCON**.

operation and maintenance—Maintenance and repair of real property, operation of utilities, and provision of other services such as refuse collection and disposal, entomology, snow removal, and ice alleviation. Also called **O&M**.

operation order—A directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation. Also called **OPORD**.

operation plan—Any plan, except for the Single Integrated Operational Plan, for the conduct of military operations. Plans are prepared by combatant commanders in response to requirements established by the Chairman of the Joint Chiefs of Staff and by commanders of subordinate commands in response to requirements tasked by the establishing unified commander. Operation plans are prepared in either a complete format (OPLAN) or as a concept plan (CONPLAN). The CONPLAN can be published with or without a time-phased force and deployment data (TPFDD) file. a. **OPLAN**—An operation plan for the conduct of joint operations that can be used as a basis for development of an operation order (OPORD). An OPLAN identifies the forces and supplies required to execute the combatant commander's strategic concept and a movement schedule of these resources to the theater of operations. The forces and supplies are identified in TPFDD files. OPLANs will include all phases of the tasked operation. The plan is prepared with the appropriate annexes, appendixes, and TPFDD files as described in the Joint Operation Planning and Execution System manuals containing planning policies, procedures, and formats. Also called **OPLAN**. b. **CONPLAN**—An operation plan in an abbreviated format that would require considerable expansion or alteration to convert it into an OPLAN or OPORD. A CONPLAN contains the combatant commander's strategic concept and those annexes and appendixes deemed necessary by the combatant commander to complete planning. Generally, detailed support requirements are not calculated and TPFDD files are not prepared. c. **CONPLAN with TPFDD**—A CONPLAN with TPFDD is the same as a CONPLAN except that it requires more detailed planning for phased deployment of forces. Also called **CONPLAN**.

paying agent—A military member or DoD civilian employee appointed by the commander to act as an agent of a disbursing officer. The purpose of a paying agent is to make specific payments, currency conversions, or check-cashing transactions from funds temporarily advanced to the agent by the disbursing officer. Paying agents are individuals whose regular duties do not involve disbursing functions and who are not organizationally located in the disbursing office. They are appointed to the position of paying agent as a collateral duty and will be under the exclusive supervision of the disbursing officer in all matters concerning custody and disposition of funds advanced to them. They will comply with all instructions and regulations pertaining to their paying agent duties as issued by the disbursing officer. All payments or currency conversions made by a paying agent are made for and in the name of the disbursing officer making the appointment. Funds advanced to a paying agent are held at personal risk by the paying agent and must be accounted for to the disbursing officer immediately upon completion of the transaction(s) for which advanced.

peacekeeping—Military operations undertaken with the consent of all major parties to a dispute, designed to monitor and facilitate implementation of an agreement (ceasefire, truce, or other such agreement) and support diplomatic efforts to reach a long-term political settlement. Also called **PKO**.

petroleum, oil, and lubricants—A broad term that includes all petroleum and associated products used by the Armed Forces. Also called **POL**.

public affairs—Those public information, command information, and community relation's activities directed toward both the external and internal publics with interest in the Department of Defense. Also called **PA**.

reach back—The process of obtaining products, services, and applications, or forces, or equipment, or material from organizations that are not forward deployed.

reception—1. All ground arrangements connected with the delivery and disposition of air or sea drops. Includes selection and preparation of site, signals for warning and approach, facilitation of secure departure of agents, speedy collection of delivered articles, and their prompt removal to storage places having maximum security. When a group is involved, it may be called a reception committee. 2. Arrangements to welcome and provide secure quarters or transportation for defectors, escapees, evaders, or incoming agents. 3. The process of receiving, offloading, marshalling, and transporting of personnel, equipment, and materiel from the strategic and/or intra-theater deployment phase to a sea, air, or surface transportation point of debarkation to the marshalling area.

RED HORSE—Air Force units wartime-structured to provide a heavy engineer capability. They have a responsibility across the operational area, are not tied to a specific base, and are not responsible for base operation and maintenance. These units are mobile, rapidly deployable, and largely self-sufficient for limited periods of time.

Air Reserve Components—Reserve Components of the Air Forces: the Air National Guard and the Air Force Reserve. Also called **ARC**.

resource management operations—The execution of the resource management mission that includes providing advice and guidance to the commander, developing command resource requirements, identifying sources of funding, determining cost, acquiring funds, distributing and controlling funds, tracking costs and obligations, cost capturing and reimbursement procedures, and establishing a management control process.

resources—The forces, materiel, and other assets or capabilities apportioned or allocated to the commander of a unified or specified command.

rules of engagement—Directives issued by competent military authority that delineate the circumstances and limitations under which United States forces will initiate and/or continue combat engagement with other forces encountered. Also called **ROE**.

security assistance—Group of programs authorized by the Foreign Assistance Act of 1961, as amended, and the Arms Export Control Act of 1976, as amended, or other related statutes by which the United States provides defense articles, military training, and other defense-related services by grant, loan, credit, or cash sales in furtherance of national policies and objectives. Also called **SA**.

security assistance organization—All Department of Defense elements located in a foreign country with assigned responsibilities for carrying out security assistance management functions. It includes military assistance advisory groups, military missions and groups, offices of defense and military cooperation, liaison groups, and defense attaché personnel designated to perform security assistance functions. Also called **SAO**.

service component command—A command consisting of the Service component commander and all those Service forces, such as individuals, units, detachments, organizations, and

installations under that command, include the support forces that have been assigned to a combatant command or further assigned to a subordinate unified command or joint task force.

service force module—A hypothetical force module built per Service doctrine composed of combat, combat support, and combat service support forces and sustainment for an estimated period, e.g., 30 days.

special operations forces—Those Active and Reserve Component forces of the Military Services designated by the Secretary of Defense and specifically organized, trained, and equipped to conduct and support special operations. Also called **SOF**.

special staff—All staff officers having duties at a headquarters and not included in the general (coordinating) staff group or in the personal staff group. The special staff includes certain technical specialists and heads of services, e.g., quartermaster officer, antiaircraft officer, transportation officer, etc.

status-of-forces agreement—An agreement that defines the legal position of a visiting military force deployed in the territory of a friendly state. Agreements delineating the status of visiting military forces may be bilateral or multilateral. Provisions pertaining to the status of visiting forces may be set forth in a separate agreement, or they may form a part of a more comprehensive agreement. These provisions describe how the authorities of a visiting force may control members of that force and the amenability of the force or its members to the local law or to the authority of local officials. To the extent that agreements delineate matters affecting the relations between a military force and civilian authorities and population, they may be considered as civil affairs agreements. Also called **SOFA**.

subordinate unified command—A command established by commanders of unified commands, when so authorized through the Chairman of the Joint Chiefs of Staff, to conduct operations on a continuing basis in accordance with the criteria set forth for unified commands. A subordinate unified command may be established on an area or functional basis. Commanders of subordinate unified commands have functions and responsibilities similar to those of the commanders of unified commands and exercise operational control of assigned commands and forces within the assigned operational area. Also called **sub-unified command**.

supplies—In logistics, all materiel and items used in the equipment, support, and maintenance of military forces.

supported commander—1. The commander having primary responsibility for all aspects of a task assigned by the Joint Strategic Capabilities Plan or other joint operation planning authority. In the context of joint operation planning, this term refers to the commander who prepares operation plans or operation orders in response to requirements of the Chairman of the Joint Chiefs of Staff. 2. In the context of a support command relationship, the commander who receives assistance from another commander's force or capabilities, and who is responsible for ensuring that the supporting commander understands the assistance required.

supporting commander—1. A commander who provides augmentation forces or other support to a supported commander or who develops a supporting plan. Includes the designated combatant commands and Defense agencies as appropriate. 2. In the context of a support command relationship, the commander who aids, protects, complements, or sustains another commander's force, and who is responsible for providing the assistance required by the supported commander.

supporting forces—Forces stationed in or to be deployed to an operational area to provide support for the execution of an operation order. Combatant command (command authority) of supporting forces is not passed to the supported commander.

sustainment—The provision of personnel, logistic, and other support required to maintain and prolong operations or combat until successful accomplishment or revision of the mission or of the national objective.

tanker airlift control element—A mobile command and control organization deployed to support inter-theater and intra-theater air mobility operations at fixed, en route, and deployed locations where air mobility operational support is nonexistent or insufficient. The tanker airlift control element (TALCE) provides on-site management of air mobility airfield operations to include command and control, communications, aerial port services, maintenance, security, transportation, weather, intelligence, and other support functions, as necessary. The TALCE is composed of mission support elements from various units and deploys in support of peacetime, contingency, and emergency relief operations on both planned and “no notice” basis. Also called **TALCE**.

task force—1. A temporary grouping of units, under one commander, formed for the purpose of carrying out a specific operation or mission. 2. A semi-permanent organization of units, under one commander, formed for the purpose of carrying out a continuing specific task. Also called **TF**.

time-phased force and deployment data—The Joint Operation Planning and Execution System database portion of an operation plan; it contains time-phased force data, non-unit-related cargo and personnel data, and movement data for the operation plan, including the following: a. In-place units; b. Units to be deployed to support the operation plan with a priority indicating the desired sequence for their arrival at the port of debarkation; c. Routing of forces to be deployed; d. Movement data associated with deploying forces; e. Estimates of non-unit-related cargo and personnel movements to be conducted concurrently with the deployment of forces; and f. Estimate of transportation requirements that must be fulfilled by common-user lift resources as well as those requirements that can be fulfilled by assigned or attached transportation resources. Also called **TPFDD**.

unified command—A command with a broad continuing mission under a single commander and composed of significant assigned components of two or more Military Departments, that is established and so designated by the President through the Secretary of Defense with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Also called **unified combatant command**.

United States—Includes the land area, internal waters, territorial sea, and airspace of the United States, including the following: a. US territories, possessions, and commonwealths; and b. Other areas over which the US Government has complete jurisdiction and control or has exclusive authority or defense responsibility.

United States military service-funded foreign training—Training that is provided to foreign nationals in United States Military Service schools and installations under authority other than the Foreign Assistance Act of 1961.

United States Transportation Command—The unified command with the mission to provide strategic air, land, and sea transportation and common-user port management for the Department of Defense across the range of military operations. Also called **USTRANSCOM**.

unit type code—A Joint Chiefs of Staff developed and assigned code, consisting of five characters that uniquely identify a “type unit.” Also called **UTC**.

validation—1. A process normally associated with the collection of intelligence that provides official status to an identified requirement and confirms that the requirement is appropriate for a given collector and has not been previously satisfied. 2. In computer modeling and simulation, the process of determining the degree to which a model or simulation is an accurate representation of the real world from the perspective of the intended uses of the model or simulation. 3. Execution procedure used by combatant command components, supporting combatant commanders, and providing organizations to confirm to the supported commander and US Transportation Command that all the information records in a time-phased force and deployment data not only are error free for automation purposes, but also accurately reflect the current status, attributes, and availability of units and requirements. Unit readiness, movement dates, passengers, and cargo details should be confirmed with the unit before validation occurs. See also **independent review; time-phased force and deployment data; verification**.

war reserve materiel—That portion of the war materiel required to be on hand on D-day. This level consists of the war materiel requirement less the sum of the peacetime assets assumed to be available on D-day and the war materiel procurement capability. Also called **WRM**.

wing—An Air Force unit composed normally of one primary mission group and the necessary supporting organizations, i.e., organizations designed to render supply, maintenance, hospitalization, and other services required by the primary mission groups. Primary mission groups may be functional, such as combat, training, transport, or service.

working capital fund—A revolving fund established to finance inventories of supplies and other stores, or to provide working capital for industrial-type activities.

Attachment 2

MISSION CAPABILITY STATEMENTS (MISCAPS)

UTC: **XFFA1** Title: **CMP CASHIER/PAYING AGENT** Authorized Total: 1 Enlisted

ACCOUNT FOR FUNDS DISBURSED AND ON-HAND, MAINTAIN ACCOUNTING BALANCES, MAKE MANUAL VENDOR PAYMENTS IN CASH, MAKE OTHER CASH PAYMENTS AS REQUIRED, CASH PERSONAL CHECKS, MAKE ACCOMMODATION AND REVERSE ACCOMMODATION EXCHANGES, DETERMINE AND CERTIFY FUND AVAILABILITY, DETERMINE FUNDING PROPRIETY IN ACCORDANCE WITH APPROPRIATION LAW, SAFEGUARD FUNDS, AND RECEIVE AND MAINTAIN FUNDING AUTHORITIES. USE REACHBACK CAPABILITY FOR ENTITLEMENTS INQUIRIES. PROVIDE TECHNICAL CAPABILITY TO AUGMENT A COMPTROLLER OR WITH DISB/PAYING AGENT. DEPLOY THIS UTC WHEN SUPPORTING FORCE MODULE AND CONTRACTING UTCS. USE WITH UTC XFFAG TO PROVIDE RECEPTION/BEDDOWN AT BAREBASE LOCATIONS. AFSC AUTH TO CARRY 9MM AS REQ'D BY TASKING AUTHORITY. NO DOWNWARD SUBSTITUTION AUTHORIZED, MAY SUB 6F071. OFFICIAL PASSPORTS REQUIRED. MANPOWER SIZING GUIDELINES AND CONOPS ARE IN ANNEX N, WMP-1. LAST REVIEW: NOV 03.

MANPOWER DETAIL

POSITION TITLE	AFSC	QUANTITY
FIN MGMT&CMPTLR JNMN	6F051	1

UTC: **XFFA2** Title: **CMP PAYING/DISBURSING AGENT** Authorized Total: 1 Enlisted

ACCOUNT FOR FUNDS DISBURSED AND ON-HAND, MAINTAIN ACCOUNTING BALANCES, ESTABLISH LIMITED DEPOSITORY ACCOUNT (LDA), MAKE MANUAL VENDOR PAYMENTS VIA CASH OR LDA, CASH PERSONAL CHECKS AND MAKE ACCOMMODATION/REVERSE ACCOMMODATION EXCHANGES, DETERMINE/CERTIFY FUND AVAILABILITY, DETERMINE FUNDING PROPRIETY IAW APPROPRIATION LAW, SAFEGUARD FUNDS, RECEIVE/MAINTAIN FUNDING AUTHORITIES, PROVIDE IMPREST FUND SUPPORT, ANALYZE/RESPOND TO ENTITLEMENTS INQUIRIES, DETERMINE FUNDING PROPRIETY IN SUPPORT AGREEMENTS WITH US/FOREIGN GOVERNMENT AGENCIES AND ACCOUNT FOR MONETARY PAYMENTS/REMITTANCES OF AVAILABLE APPROPRIATIONS. DEPLOY THIS UTC WHEN SUPPORTING FORCE MODULE AND W/CONTRACTING UTCS. USE W/UTC XFFAG TO PROVIDE RECEPTION/BEDDOWN AT BAREBASE LOCATIONS. AFSC AUTHORIZED TO CARRY 9MM. NO DOWNWARD SUBSTITUTION AUTHORIZED (ARC MAY SUB 6F091/6F000). OFFICIAL PASSPORTS REQUIRED. MANPOWER SIZING GUIDELINES AND CONOPS ARE IN ANNEX N, WMP-1.

MANPOWER DETAIL

POSITION TITLE	AFSC	QUANTITY
FIN MGMT&CMPTLR CFMN	6F071	1

UTC: **XFFA3** Title: **CMP COMPTROLLER** Authorized Total: 1 Officers

CAPABILITY TO ADMINISTER COMPTROLLER ACTIVITIES TO INCLUDE FINANCIAL ADVICE TO THE COMMANDER ON ALL FINANCIAL MANAGEMENT ISSUES, PROVIDE BUDGET AND FINANCIAL SERVICES OPERATIONS CAPABILITIES, ASSESS PROGRAM AND PROGRESS ANALYSIS AT ANY TYPE OPERATING LOCATION, DETERMINE FUNDING PROPRIETY, EXECUTE OPERATING BUDGETS, DEVELOP, MAINTAIN AND DISTRIBUTE FINPLANS, DETERMINE FUNDING PROPRIETY IN SUPPORT AGREEMENTS WITH US/FOREIGN GOVERNMENT AGENCIES AND ACCOUNT FOR MONETARY PAYMENTS/REMITTANCES OF AVAILABLE APPROPRIATIONS. DETERMINE PROPER USE OF ORF FUNDS. PROVIDE NAF SUPPORT AND OVERSIGHT. USE THIS UTC FOR FORCE MODULE FOR BEDDOWN/BAREBASE LOCATIONS. AUTHORIZED AFSC

SUBSTITUTION OF 65F3. NO DOWNWARD GRADE SUBSTITUTION AUTHORIZED. UPWARD GRADE SUBSTITUTION AUTHORIZED. SUBSTITUTION OF MBR IN GRADE 0-6 AUTHORIZED UPON APPROVAL OF SUPPORTED COMMAND. MANPOWER SIZING GUIDELINES AND CONOPS ARE IN ANNEX N, WMP-1.

MANPOWER DETAIL

POSITION TITLE	AFSC	GRADE	QUANTITY
FINANCIAL MGMT	065F4	04	1

UTC: XFFA4 Title: CMP FINANCIAL MGMT OFFICER Authorized Total: 1 Officer

CAPABILITY TO IMPLEMENT AND MANAGE FINANCIAL SERVICES FUNCTIONS, PROVIDE FINANCIAL ADVICE TO THE COMMANDER ON ALL FINANCIAL MANAGEMENT ISSUES, DEVELOP BUDGET ESTIMATES, ADMINISTER AND EXECUTE OPERATING BUDGETS, SERVE AS FOCAL POINT FOR BUDGET MATTERS PERTAINING TO FINANCIAL MGMT AT ANY TYPE OF OPERATING LOCATION, DETERMINE FUNDING PROPRIETY IN ACCORDANCE WITH APPROPRIATION LAW, DEVELOP, MAINTAIN AND DISTRIBUTE FINPLANS, RECEIVE AND MAINTAIN FUNDING AUTHORITIES, DETERMINE PROPER USE OF ORF FUNDS. MAY ACT AS COMPTROLLER IN LOCATIONS WITHOUT XFFA3. DETERMINE FUNDING PROPRIETY IN SUPPORT AGREEMENTS WITH US/FOREIGN GOVERNMENT AGENCIES AND ACCOUNT FOR MONETARY PAYMENTS/REMITTANCES OF AVAILABLE APPROPRIATIONS. PROVIDE NAF OVERSIGHT. AUTHORIZED AFSC SUB IS 065F4. MANPOWER SIZING GUIDELINES AND CONOPS ARE IN ANNEX N, WMP-1.

MANPOWER DETAIL

POSITION TITLE	AFSC	GRADE	QUANTITY
FINANCIAL MGMT	065F3	03	1

UTC: XFFA7 Title: CMP ACCOUNTING TECHNICIAN Authorized Total: 1 Enlisted

ESTABLISH AND MAINTAIN FINANCIAL RECORDS AND FILES, PREPARE VENDOR PAYMENTS, RECEIVE AND MANUALLY MAINTAIN FUNDING AUTHORIZATIONS, DETERMINE FUNDING PROPRIETY IN ACCORDANCE WITH APPROPRIATION LAW, DETERMINE PROPER USE OF ORF FUNDS, DETERMINE FUND STATUS/AVAILABILITY AND PROPER USE OF LINES OF ACCOUNTING, PREPARE VOUCHERS, COLLECT, PREPARE, REVIEW AND ANALYZE REPORT DATA, MAINTAIN ACCOUNTING BALANCES, USE AUTOMATED PAYMENT SYSTEMS IF AVAILABLE OR MANUALLY PREPARE PAYMENTS, ACCOUNT FOR SUPPORT PROVIDED BY HOST NATION OR COALITION PARTNERS, AND ACCOUNT FOR COALITION CONTRIBUTIONS OR REMITTANCES. MAY BE USED TO AUGMENT OTHER COMPTROLLER UTCs. AFSC AUTH TO CARRY 9MM AS REQ'D. MAY REQUIRE LOGISTICS UTC XFFAG WHEN DEPLOYING TO A COB, BARE BASE OR LIMITED BASE TYPE LOCATION. NO DOWNWARD SUBSTITUTION AUTHORIZED. AUTHORIZED AFSC SUBSTITUTION OF 6F071. MANPOWER SIZING GUIDELINES AND CONOPS ARE IN ANNEX N, WMP-1.

MANPOWER DETAIL

POSITION TITLE	AFSC	QUANTITY
FIN MGMT&CMPTLR JNMN	6F051	1

UTC: XFFAC Title: CMP LEAD INDEPENDENT TEAM Authorized Total: 5 Enlisted

PROVIDES ONE 6F091 SUPERINTENDENT, ONE 5-LVL CASHIER/PAYING AGENT, ONE 7-LVL PAYING/DISBURSING AGENT, ONE 5-LVL ACCOUNTING TECHNICIAN, AND ONE 7-LVL CUSTOMER SERVICE TECHNICIAN WITH CAPABILITY TO ESTABLISH INDEPENDENT DISB/PAYING AGENT OFFICE. WHEN BUDGET OPERATIONS OR FINANCIAL ANALYSIS CAPABILITY IS NEEDED DEPLOY UTC XFFAF OR XFFA4 WITH THIS TEAM. USE THIS UTC DURING FORCE MODULE TO SUPPORT SUSTAINMENT OF FORCES. DEPLOY WITH LOGISTICS DETAIL UTC XFFAG WHEN DEPLOYING TO A COB, BAREBASE OR LIMITED BASE TYPE LOCATION. AFSC 6F091/6F071 IS AUTHORIZED TO CARRY 9MM AS REQUIRED BY TASKING AUTHORITY. NO DOWNWARD SUBSTITUTION AUTHORIZED ON 6F051, 6F051 MAY BE FILLED BY 6F071. 6F071 MAY BE FILLED BY 6F091. NO DOWNWARD SUBSTITUTION ON 6F091, 6F091 MAY BE FILLED WITH 6F000. OFFICIAL PASSPORT REQUIRED FOR 6F091 AND 6F071 MANPOWER SIZING GUIDELINES AND CONOPS ARE IN ANNEX N, WMP-1.

MANPOWER DETAIL

POSITION TITLE	AFSC	QUANTITY
FIN MGMT&CMPTLR JNMN	6F051	2
FIN MGMT&CMPTLR CFMN	6F071	2
FIN MGMT&CMPTLR SUPT	6F091	1

UTC: XFFAD Title: CMP DISBURSING TEAM Authorized Total: 3 Enlisted

PROVIDES ONE 5-LVL CASHIER/PAYING AGENT, ONE 7-LVL PAYING/DISBURSING AGENT, AND ONE 5-LVL ACCOUNTING TECHNICIAN WITH CAPABILITY TO ESTABLISH PAYING OR DISBURSING AGENT OFFICE AND PROVIDE FINANCIAL SERVICES AND ACCOUNTING FUNCTIONS AT ANY TYPE OF OPERATING LOCATION. WHEN BUDGET OPERATIONS OR FINANCIAL ANALYSIS CAPABILITY IS NEEDED DEPLOY UTC XFFAF WITH THIS TEAM. USE THIS UTC DURING FORCE MODULE TO SUPPORT SUSTAINMENT OF FORCES. MAY REQUIRE LOGISTICS UTC XFFAG WHEN DEPLOYING TO A COB, BARE BASE, OR LIMITED BASE TYPE LOCATION. AFSC 6F071 AUTHORIZED TO CARRY 9MM AS REQUIRED BY TASKING AUTHORITY. NO DOWNWARD SUBSTITUTION AUTHORIZED. 6F071 MAY SUBSTITUTE FOR 6F051. MANPOWER SIZING GUIDELINES AND CONOPS GUIDANCE ARE IN ANNEX N, WMP-1.

MANPOWER DETAIL

POSITION TITLE	AFSC	QUANTITY
FIN MGMT&CMPTLR CFMN	6F071	1
FIN MGMT&CMPTLR JNMN	6F051	2

UTC: XFFAE Title: CMP CUSTOMER SVS TECH Authorized Total: 1 Enlisted

PROVIDE ALL FACETS OF MILITARY AND TRAVEL PAY FINANCIAL SERVICES AT ANY TYPE OF OPERATING LOCATION, TO INCLUDE AIR RESERVE COMPONENT SUPPORT, PROCESS MILITARY PAY AND TRAVEL TRANSACTIONS VIA AUTOMATED SYSTEMS IF AVAILABLE, ANALYZE AND RESPOND TO MILITARY PAY AND TRAVEL INQUIRIES, PREPARE DISBURSEMENT AND COLLECTION VOUCHERS. USE THIS UTC TO AUGMENT OTHER COMPTROLLER UTCS WHERE MORE THAN REACHBACK CUSTOMER SERVICE CAPABILITY IS REQUIRED. USE THIS UTC DURING FORCE MODULE. NO DOWNWARD SUBSTITUTION AUTHORIZED. AFSC AUTHORIZED TO CARRY 9MM AS REQUIRED BY TASKING AUTHORITY. MANPOWER SIZING GUIDELINES AND CONOPS ARE IN ANNEX N, WMP-1.

MANPOWER DETAIL

POSITION TITLE	AFSC	QUANTITY
FIN MGMT&CMPTLR CFMN	6F071	1

UTC: XFFAF Title: CMP BUDGET NCO Authorized Total: 1 Enlisted
 DEVELOP BUDGET ESTIMATES, EXECUTE OPERATING BUDGETS AND SERVE AS FOCAL POINT
 FOR ALL BUDGET MATTERS PERTAINING TO FINANCIAL MANAGEMENT AT ANY TYPE OF
 OPERATING LOCATION. DETERMINE FUND AVAILABILITY AND FUNDING PROPRIETY IN
 ACCORDANCE WITH APPROPRIATION LAW, RECEIVE AND MAINTAIN FUNDING DOCUMENTS,
 DETERMINE PROPER USE OF ORF FUNDS, ACCOUNT FOR REAL PROPERTY, DEVELOP,
 MAINTAIN AND DISTRIBUTE FINPLANS, PROCESS UPWARD ADJUSTMENTS, DETERMINE
 FUNDINGPROPRIETY IN SUPPORT AGREEMENTS WITH US/FOREIGN GOVERNMENT AGENCIES
 AND ACCOUNT FOR MONETARY PAYMENTS/REMITTANCES OF AVAILABLE APPROPRIATIONS.
 USE THIS UTC TO AUGMENT OTHER COMPTROLLER UTCS AND FOR FORCE MODULE FOR
 BEDDOWN/BAREBASE LOCATIONS. AUTHORIZED SUBSTITUTIONS ARE AFSC 6F051 OR
 6F091. MANPOWER SIZING GUIDELINES AND CONOPS ARE IN ANNEX N, WMP-1.

MANPOWER DETAIL

POSITION TITLE	AFSC	QUANTITY
FIN MGMT&CMPTLR CFMN	6F071	1

UTC: XFFAG Title: Logistical Detail (LOGDET) Kit

Full LOGDET Kit

<https://www.aetc.af.mil/fm/fmp/deployment/fm%20logdet%20kit.xls>

Mini-LOGDET Kit

Reference AFPAM 65-110, Attachment 20-22

Combat Essential

<https://www.aetc.af.mil/fm/fmp/deployment/cees.xls>

Attachment 3

SAMPLE FINANCIAL MANAGEMENT SITE SURVEY

<https://web2.ssg.gunter.af.mil/combat/Docs/General%20Office%20Procedures/Site%20Survey.doc>

ITEM	YES	NO	COMMENTS
1. Are quarters available <u>on</u> the beddown site?			
a. How many bed spaces are available?			
b. Are the available bed spaces sufficient to beddown all deploying personnel?			
c. Is there adequate air conditioning/heating?			
2. Are there adequate commercial hotels in the vicinity of the beddown location?			
a. How far away are hotels from the beddown location?			
b. How will transportation be provided between hotels and beddown site?			
(1) What is the estimated cost?			
c. Is there adequate air conditioning/heating?			
d. Are there adequate, passable roads between the hotels and the beddown location?			
e. Do all hotels accept for payment:			
(1) The Government Travel Charge Card?			
(2) Personal credit cards?			
(3) U.S. Currency?			
(4) Personal checks or travelers checks?			
(5) Local currency only?			
3. Are there adequate eating facilities <u>on</u> the beddown site (adequate defined as serving three complete meals daily)?			
a. If not:			

ITEM	YES	NO	COMMENTS
(1) Will U.S. Government meals (i.e., field kitchen or MREs) be made available?			
(2) Will the host government make any meals available (i.e., deductible meals)? If yes,			
(a) What meals on what days?			
(b) How much will members be required to pay and in what currency?			
b. Is there a host nation Open Mess available? If yes,			
(1) For what meals on what days?			
(2) Amount members are required to pay?			
c. Is potable drinking water available and from what source (local supply, filtered, bottled water)?			
4. Is English widely spoken?			
a. Will interpreters be required to conduct business at local banks?			
b. Will interpreters be required to conduct business/establish contracts in the local area?			
5. Will finance personnel be required to wear civilian clothes to conduct business off site?			
6. How will the Disbursing/Paying Agent obtain U.S. and local currency?			
a. Are there any gender restrictions for deploying agents?			
b. Will more than one country's foreign currency be required to support operations? If yes, specify currencies.			
c. Where is the closest U.S. Embassy to the beddown site? Obtain complete address and directions.			
(1) What is the distance to the Embassy?			

ITEM	YES	NO	COMMENTS
(2) What are the names and phone numbers of the primary and the alternate U.S. Embassy points of contact?			
(3) How do you contact them during their non-duty hours?			
d. Can the Embassy provide adequate amounts of both local and U.S. currency?			
e. How much advance notice does the Embassy need to provide currency?			
f. What is the largest denomination of U.S. Treasury check that the Embassy will negotiate?			
g. How can currency be transported from the Embassy to the beddown location?			
h. Is there a local pre-approved bank at which a Limited Depository Account can be established? NOTE: The U.S. Embassy or your MAJCOM can assist in answering this.			
i. Has a comparison been accomplished with three local foreign banks to determine which bank provides the best services and allows you to meet all mission objectives?			
(1) Does the local bank have a U.S. affiliate?			
j. Is there a local bank where the U.S. Embassy can transfer local and/or U.S. currency?			
k. Is there a local bank to which the home station can transfer funds via Electronic Funds Transfer (EFT)?			
(1) If yes, obtain all information the home will need to accomplish an EFT transfer.			
(2) If yes, determine what information and/or coordination the local bank requires.			

ITEM	YES	NO	COMMENTS
l. Are there local banks that will cash U.S. Treasury checks in exchange for local and/or U.S. currency?			
(1) Will the bank provide cash immediately or will the bank put a hold on the transaction?			
(2) If yes, how long is the hold and will the hold adversely affect the ability to meet mission requirements?			
m. What is the largest denomination of U.S. Treasury check that the bank will negotiate?			
n. How much advance notice will the bank require to provide local and U.S. currency?			
o. Are there any limits on amounts of currency exchange?			
p. Does the bank honor payments to payees in outlying areas?			
q. What currency exchange restrictions are there with the host country?			
r. Will the bank reconvert local currency to U.S. dollars?			
s. Will the bank issue a U.S. dollar check for unused foreign currency?			
t. Will the bank issue a U.S. dollar check in exchange for U.S. dollars?			
u. What are the local banks' hours/days of operation?			
v. What days/dates/hours are local banks closed due to holidays or local customs?			
w. What is the fee for any/all of the above transactions?			
x. Are there any account maintenance fees?			
y. How are fees billed?			

ITEM	YES	NO	COMMENTS
z. Will the bank provide a statement. If so, how often?			
aa. Is emergency service available from the bank during hours/days when the bank is normally closed? If yes, whom can you contact and how do you contact them?			
ab. If cash must be brought into the host country, what currency/banking laws must be considered, and what prior arrangements, if any, must be made with host country Customs officials?			
7. How will vendors be paid?			
a. Will local vendors accept the IMPAC card?			
b. If payments must be made in cash, will vendors expect payment in local or in U.S. or currency (consider host nation currency laws) NOTE: Payment in local currency is the preferred method			
c. Will vendors expect cash payment or will they accept payment by LDA check?			
d. Are U.S. Dollars accepted by local business establishments?			
e. What is the largest denomination of U.S. currency widely accepted?			
8. How much will the deployed agent be expected to disburse for:			
a. Aircraft fuels?			
b. Landing fees?			
c. Contracted billeting and/or meals?			
d. Cellular phones?			
e. Other items?			
9. Comptroller operations			
a. Is there a room or building for Finance operations?			

ITEM	YES	NO	COMMENTS
b. Is there electricity in the room or building?			
c. Is the electrical voltage 110 or 220 – 50 or 60 MHz?			
d. Is electricity readily available or is there periodic/sporadic outages or brownouts? If yes:			
(1) Will portable generators or UPS be available?			
e. How many electrical outlets are available?			
f. Will converter plugs be required?			
g. Are the windows barred?			
h. Is there adequate working space (including space for field safes if necessary)?			
i. Is there a way to secure field safes (i.e. a means to secure safes by use of a chain)?			
j. Can the room/building be adequately secured?			
k. Who else has/will have access to the building?			
l. Can a Comptroller Deployable Logistics Detail Kit (weight = 1.4 short tons) be transported from an incoming aircraft to the Finance Office?			
(1) What obstacles or difficulties, if any, need to be considered?			
m. Is registered mail or Federal Express mail service available to allow the disbursing agent to make periodic turn-ins?			
n. Is mail service available from home station to the beddown location (may be needed for resupply)?			
(1) What is estimated transit time of mail between home station and beddown location?			

ITEM	YES	NO	COMMENTS
o. If adequate mail service to the beddown location will not be available, how can resupply of funds be accomplished?			
p. Will other service's Finance functions be located on or near the beddown location? If so, describe.			
q. Is there a need to provide financial services to members of other U.S. services? If yes:			
(1) What services (e.g., Army, Navy)?			
(2) Describe in detail the financial services that need to be provided			
r. How many personnel, by component, require financial support (including Air Force personnel)?			
s. Is there a need to provide travel payments to members of allied services?			
t. Will Contracting and Comptroller be co-located?			
(1) If not, where is each function located in relation to the other?			
u. How many warranted contingency contracting personnel would require Finance support?			
v. What is the total population Finance will support?			
w. Will Comptroller have - does Comptroller need - a dedicated vehicle?			
x. Will Comptroller have a dedicated cellular phone?			
10. Funds Security			
a. Will U.S. military police/security police personnel provide funds security?			
b. Are U.S. military personnel permitted to be armed when providing funds escort both on and off the beddown site?			

ITEM	YES	NO	COMMENTS
c. Will Finance personnel provide funds security?			
(1) Will Comptroller personnel need to be armed?			
(2) Can weapons be brought in country as part of the Comptroller Logistics Detail (LOGDET) Kit?			
(3) If not, who will supply weapons?			
d. Who will provide fund security when transporting funds from off base?			
e. Are there any local requirements that must be met, notifications that must be made, or approvals that must be obtained prior to transporting funds off base?			
f. Is transportation readily available to make "bank runs"?			
g. What security measures need to be taken to assure agent's safety when:			
(1) Making "Bank runs"?			
(2) Making vendor payments off of the beddown site?			
h. Will an alarm system be available at the disbursing office?			
i. Are there adequate fund storage facilities/containers already available at the beddown location?			
(1) If not, will all disbursing agents need to deploy with safes?			
j. How will funds be secured during non-duty hours?			
k. Is there a way to secure field safes (i.e., a means to secure safes by use of a chain)?			
l. Is there a secure area for cashier operations?			
m. Is there direct telephone/alarm system access to Security Police?			

ITEM	YES	NO	COMMENTS
12. Communications/Connectivity			
a. Is reliable telephone service available at the beddown location? If yes:			
(1) Is DSN available?			
(2) Is Combat communication assistance available?			
(3) What commercial communications are available to contact the home base (e.g., AT&T, MCI, and Sprint)?			
b. Will fax machines be available at the beddown location?			
c. Will copy machines be available at the beddown location?			
d. Will Finance have access to a dedicated telephone line to answer pay inquiries, and provide real-time updating of accounting systems via the Automated Battlefield System?			
13. Are Automated Teller Machines available?			
a. What type(s) of currency is available from ATMs?			
b. What cards will the ATM accept?			
c. Where are the ATM machines located in relation to the beddown location?			
d. Where are the ATM machines located in relation to the billeting locations?			
14. Miscellaneous			
a. Are passports/visas needed to enter/depart the country?			
b. Does the mode of transportation used to enter/depart the country affect the need for passports/visas?			
c. Are there any local customs that should be known prior to arriving in country (pay special attention to local customs that impact/affect business practices)?			

ITEM	YES	NO	COMMENTS
d. Will a Tactical Field Exchange (TFE) be available? If yes, When? For how long?			
(1) What Comptroller support will be required to support the TFE?			
(2) When is the TFE expected to arrive?			
e. Is there a Status of Forces Agreement (SOFA) or other similar type of agreement between the U.S. and the host nation?			
f. Are there any requirements that may potentially impact on Finance personnel or the Finance operation?			
15. Are there any U.S. military disbursing officers in the local area?			
16. Who is the servicing contracting office?			
17. What is the recommended Comptroller force package, including equipment?			

Attachment 4

SAMPLE DEPLOYMENT LINE – FINANCIAL MANAGEMENT CHECKLIST

Reference: [AFI10-213, paragraph 3.4.1.4, FSO Mobility and Deployment Responsibilities](#)

DEPLOYMENT PROCESSING UNIT

FINANCE BRIEFING

GOOD MORNING/EVENING, I AM _____ FROM FINANCIAL SERVICES. I WILL BE COVERING SPECIFIC ITEMS THAT PERTAIN TO THIS DEPLOYMENT AND WILL BE AVAILABLE FOR QUESTIONS AT THE CONCLUSION OF THIS BRIEFING.

TRAVEL PAY

FOR TRAVEL ENTITLEMENTS ON THIS DEPLOYMENT YOU WILL:

*NOT BE IN A GROUP TRAVEL STATUS AND RECEIVING A PER DIEM ALLOWANCE OF \$3.50 PER DAY FOR INCIDENTAL EXPENSES. ALL MEALS AND QUARTERS WILL BE PROVIDED AT NO COST.

WHEN YOU PROCESS THROUGH THE LINE, YOU CAN ELECT TO RECEIVE A \$_____ TRAVEL ADVANCE. THIS ADVANCE IS _____ PERCENT OF YOUR FIRST _____ DAYS OF PER DIEM.

OTHER POSSIBILITIES:

* BE IN GROUP TRAVEL AND FIELD CONDITIONS AND NO PER DIEM IS PAYABLE

* BE IN A NORMAL TRAVEL AND PER DIEM STATUS AND WILL ENTITLED TO _____

IF GROUP TRAVEL IS DIRECTED, KEEP TRACK OF ACTUAL MEAL COSTS ON ALL TRAVEL DAYS TO AND FROM DEPLOYED LOCATION, WHEN MEALS AREN'T PROVIDED

GOVERNMENT TRAVEL CARD (GTC) - YOU SHOULD DRAW ATM ADVANCES FROM YOUR GOVT CHARGE CARD FOR THE PER DIEM PORTION ONLY. 30-DAY ACCRUALS WILL BE COORDINATED WITH THIS OFFICE USING FAXED IN ACCRUAL FORMS. SPLIT DISBURSEMENT IS MANDATORY.

OR

TRAVEL ADVANCES- MISSION REQUIREMENTS MAY PRECLUDE MANDATORY USE OF THE GTC; THEREFORE WE WILL BE PROVIDING ADVANCES VIA EFT. YOU SHOULD NOT DRAW ATM ADVANCES FROM YOUR GTC. ADDITIONAL ADVANCES WILL BE COORDINATED WITH THE TDY FINANCE OFFICER OR YOU MAY REQUEST 30 ACCRUALS/ADVANCE THROUGH OUR OFFICE; YOU WILL RECEIVE EFT ADVANCES TO YOUR DIRECT DEPOSIT ACCOUNT.

ENSURE YOU CARRY YOUR GTC AND ENOUGH PERSONAL CHECKS TO GET YOU THROUGH THIS DEPLOYMENT. AS ATMs WILL LIKELY NOT BE AVAILABLE,

SUGGEST YOU ALSO INITIALLY DEPLOY WITH A MODEST AMOUNT OF CASH AS A BACKUP UNTIL YOU ARE ABLE TO CASH CHECKS WITH A DEPLOYED PAYING AGENT.

ACCRUALS (VIA v-MPF) FOR YOUR AIRLINE TICKETS MAY BE FILED IMMEDIATELY AFTER TICKET PICK-UP. THIS WILL BE SPLIT DISBURSED DIRECTLY TO THE GTC. THIS WILL PREVENT DELINQUENCIES.

MILITARY PAY

YOUR MILITARY PAY ENTITLEMENTS WILL BE AFFECTED AS FOLLOWS:

BAS

-YOU WILL KEEP YOUR BAS AS LONG AS YOU ARE IN A PER DIEM STATUS.

MEMBERS CURRENTLY ON MEAL CARDS ARE ALSO ENTITLED TO BAS WHEN DEPLOYED IN A PER DIEM STATUS. IT WILL BE STARTED AT THE DEPLOYED LOCATION OR UPON RETURN TO THE PERMANENT DUTY STATION.

BAH- THERE IS NO EFFECT ON THIS ENTITLEMENT

FAMILY SEPARATION FOR HOUSING

-PAYABLE FOR MEMBERS SEPARATED FROM THEIR DEPENDENTS FOR OVER 30 DAYS. MILITARY MARRIED TO MILITARY ALSO QUALIFY FOR THIS ALLOWANCE. THE RATE IS \$100 PER MONTH, PRORATED, AND IS CLAIMED SEPARATELY ON A DD FORM 1561 UPON RETURN

FROM DEPLOYMENT AND COMPLETION OF TRAVEL VOUCHER.

HOSTILE FIRE PAY

-HOSTILE FIRE PAY IS \$225 PER MONTH IN QUALIFYING AREAS. IT IS PAYABLE FOR THE ENTIRE MONTH REGARDLESS OF NUMBER OF DAYS AT THE QUALIFYING LOCATION. THIS PAY WILL BE STARTED BY THE DEPLOYED LOCATION AND STOPPED UPON RETURN WITH DATA TAKEN FROM YOUR COMPLETED TRAVEL VOUCHER

COMBAT ZONE TAX EXCLUSION

-YOUR PAY IS TAX EXEMPT FOR THE ENTIRE MONTH THAT YOU ARE IN QUALIFYING AREA REGARDLESS OF NUMBER OF DAYS IN QUALIFYING LOCATION. THIS TRANSACTION IS ALSO STARTED BY DEPLOYED LOCATION AND STOPPED UPON RETURN USING DATA FROM YOU COMPLETED TRAVEL VOUCHER. **(FULL TAX EXEMPTION IS FOR ENLISTED MEMBERS. CZTE FOR OFFICERS IS LIMITED TO THE MAXIMUM ENLISTED PAY RATE (CMSAF) PLUS THE AMOUNT OF HFP/IMMINENT DANGER PAY (IDP). PAY IN EXCESS OF THAT AMOUNT IS SUBJECT TO FEDERAL TAX.)**

HARDSHIP DUTY PAY (HDP)

-IS PAID AT THE 31 DAY POINT (OFFICER AND ENLISTED) FOR TDY TO CERTAIN OVERSEAS LOCATIONS. THE RATES ARE _____ PER MONTH (\$50, \$100, \$150 DEPENDING ON LOCATION) AND IS PRORATED. NOT ALL OVERSEAS LOCATIONS RECEIVED HDP

LES

-PLEASE HAVE YOUR MOST CURRENT LES WITH YOU FOR THIS DEPLOYMENT.

PAY SERVICE WHILE DEPLOYED

-THERE SHOULD BE A FINANCIAL SERVICES REPRESENTATIVE AT OR SERVICING YOUR LOCATION TO TAKE CARE OF YOUR NEEDS. IF YOU HAVE ACCESS TO EMAIL, DSN, OR FAX, YOU CAN CONTACT US FOR SUPPORT AND YOUR ACCRUALS.

PAY STATEMENTS

-YOU CAN REQUEST YOUR LES BE SENT TO YOUR HOME BY COMPLETING THE AF Form 1745, ADDRESS CHANGE FORM. MEMBER SHOULD ACCESS MYPAY TO VIEW AND PRINT LES WHILE DEPLOYED.

GOVERNMENT TRAVEL CARD

-YOU ARE STILL RESPONSIBLE TO PAY YOUR GTC BY DUE DATES WHILE DEPLOYED. WE MANDATE THE USE OF SPLIT DISBURSEMENT ON YOUR 30-DAY ACCRUALS TO HELP YOU MEET THIS REQUIREMENT

POWER OF ATTORNEY

-THERE ARE LIMITS TO RELEASING FINANCIAL INFORMATION AND CERTAIN ACTIONS, EVEN WITH A POWER OF ATTORNEY. PLEASE MAKE SURE YOU SEE THE LEGAL REPRESENTATIVE WHEN YOU GO THROUGH THE LINE AND ASK ABOUT THE DIFFERENCE BETWEEN A SPECIFIC AND GENERAL POWER OF ATTORNEY FOR FINANCIAL MATTERS.

ACTIONS UPON RETURN

- RECONCILE YOUR GOVERNMENT CARD
- FILE YOUR TRAVEL VOUCHER WITHIN 5 DAYS OF ARRIVAL
- REVIEW ALL YOUR LES WHILE DEPLOYED AND ENSURE DEPLOYED ENTITLEMENTS ARE STOPPED

DOES ANYONE HAVE ANY QUESTIONS ON ANYTHING I'VE COVERED?

THANK YOU AND HAVE A SAFE DEPLOYMENT!!!!

Attachment 5**SAMPLE FM EXCERPT, USCENTAF THEATER ACSA GUIDE**

From USCENTAF ACSA Guide, 6 June 2003*

[* Document modified to reflect change from CENTAF-PSAB to CENTAF-AUAB]

5.1. Financial Management (FM) Processes**5.1.1. Collection Process (from Foreign Nation).**

5.1.1.1. The single liaison officer at each deployed location will collect bills for reimbursement from deployed location billing agencies (i.e., Civil Engineering, Services, Supply, etc.) and forward a consolidated bill to the local FM office. This is done on a recurring basis, usually monthly.

5.2.1.2. Collecting a Cash or Check Payment at Deployed Location.

5.3.1.2.1. Foreign service paying agent (or other authorized agent) will submit cash/check payments to the local FM office as agreed and directed. Cash/check payments will be made in the currency agreed upon and indicated on the ACSA Order Form. The currency will be either US Dollars (preferred) or local currency.

5.3.1.2.2. Deployed unit FM will collect cash/check payments using DD Form 1131. Each 1131 must include the correct appropriation data for the organization that incurred the expenses. For assistance in determining the correct reimbursement accounting classification contact CENTAF-AUAB/FM.

5.3.1.2.3. Deployed unit FM will forward advance copy of 1131 to CENTAF-AUAB/FM who will forward it to CENTAF/FMA in order to establish an anticipated reimbursement via AF Form 406, Miscellaneous Obligation/Reimbursement Document (MORD).

5.3.1.2.4. Deployed unit paying agent will submit collections as part of their normal disbursing turn-in to CENTAF-AUAB/FM.

5.4.1.3. Collecting a Check Payment at DFAS

5.4.1.3.1. Deployed unit FM will document foreign nation check payments to DFAS on a STANAG 3381. Each 3381 must include the correct appropriation data for the organization incurring the expenses. For assistance determining the correct reimbursement accounting classification, contact CENTAF-AUAB/FM.

5.4.1.3.2. Deployed unit FM will forward advance copy of 3381 to CENTAF-AUAB/FM who will forward it to CENTAF/FMA in order to establish an anticipated reimbursement via MORD.

5.4.1.3.3. Foreign government sends check directly to DFAS. Check must be in US Dollars drawn on an American Bank with the check containing the Bank Routing Number (ABA). Checks should be mailed to the following address:

Defense Finance & Accounting Service
DFAS-ADDT/DE
6760 E. Irvington Place
Denver, CO 80279-8620

The following information must accompany the check:

- a. DFAS location to receive payment - this is DFAS Limestone for the AOR
- b. Remitter's name or identification and point of contact information for any questions (include a phone number)
- c. Bill number (or signed agreement number) from the STANAG 3381

5.4.1.4. Collection Process via Wire Transfer Only to DFAS.

5.4.1.4.1. Deployed unit FM will document foreign nation wire transfer payments on a STANAG 3381. Each 3381 must include the correct appropriation data for the organization incurring the expenses. For assistance determining the correct reimbursement accounting classification, contact CENTAF-AUAB/FM.

5.4.1.4.2. Deployed unit FM will forward advance copy of 3381 to CENTAF-AUAB/FM who will forward it to CENTAF/FMA in order to establish an anticipated reimbursement via MORD.

5.4.1.4.3. Foreign service paying agent (or other authorized agent) will submit wire transfer payments as agreed and directed. DFAS Denver can only receive wire transfer payments in US Dollars. The foreign nation must have an account at a Federal Reserve Bank (FRB) in the United States (Bank of America, Riggs Bank, Mellon Bank, Nations Bank, etc.) in order to make wire transfer payments. All wire transfer payments to DFAS must come from an account at an FRB.

5.4.1.4.3.1. Wire transfer payments to DFAS Denver require the following information:

- a. Account name to be credited (beneficiary) - DFAS Denver
- b. Ultimate recipient of payment - DFAS Limestone and USCENTAF-Shaw (both are necessary)
- c. Account number to be credited - 000003801 (must be nine digits)
- d. Bank routing number (ABA #) - 102058028
- e. Originator of wire transfer - name of country and organization within that country
- f. Originator's Financial Institution - the financial institution that wired the money for the country to their account at the FRB in the United States
- g. What transaction the wire transfer is paying for - this is the bill number (or signed agreement number) from the STAGNAG 3381
- h. AOR deployed location payment is for

5.2.2. Payment Process (to Foreign Nation)

5.2.2.1. The single liaison officer at each deployed location will collect bills for payment from the foreign nation representative and forward a consolidated bill to the local FM office. This is normally done on a monthly basis. To make payment, the deployed unit FM will require a copy of the ACSA/IA and completed STANAG 3381 and/or AF Form 15 (or suitable substitute) meeting the criteria for an Invoice and Receiving Report IAW Denver Center Standard Vendor Pay Guide section II.E.3.

5.2.2.2. Making a Cash or Check Payment.

5.2.2.2.1. Deployed unit paying agent will submit payment to designated foreign nation representative as agreed and directed. Cash/check payments will be made in the currency agreed upon and indicated on the ACSA Order Form. The currency will be either US Dollars or local currency.

5.2.2.2.2. Deployed unit paying agent will make cash/check payment to foreign nation representative and document the transaction using SF Form 1034. For assistance determining the correct accounting classification to use contact CENTAF-AUAB/FM.

5.2.2.3. Payment Process via DD Form 448, Military Interdepartmental Purchase Request (MIPR).

5.2.2.3.1. This process may be used when cash or check payments are not feasible and when working through a US Embassy Military Liaison or other US agency. Deployed unit FM will contact CENTAF-AUAB/FM for assistance obtaining a MIPR.

5.2.2.3.2. A MIPR and accompanying ACSA/IA will be sent to an appropriate US agency (often the US Embassy) that will make payment on behalf of the deployed unit. The MIPR should be accepted Cat I, Reimbursable, if possible.

5.2.2.3.3. The agency that accepted the MIPR must provide documentation of payment to the sending organization identified in Block 8 of the MIPR for funds' obligation. This is absolutely necessary for completion of the transaction.

5.2.2.4. Payment Process via Wire Transfer from DFAS Denver.

5.2.2.4.1. This method is preferred as it minimizes the time to finalize payment. It may be required in some cases, however.

5.2.2.4.2. Deployed unit FM will forward a completed 3381 and associated documentation to CENTAF-AUAB/FM who will forward to CENTAF/FMA. CENTAF-FMA will work with DFAS Denver to process the wire transfer payment.

5.2.2.4.3. The following information must accompany the 3381 in order for DFAS Denver to make a wire transfer payment to a foreign government:

- a. Certified voucher and invoices.
- b. Signed agreement between U.S. and foreign country.
- c. Name and address of country receiving funds.
- d. Bank name where funds are to be credited to.
- e. Bank account number funds are credited to
- f. Bank routing number.
- g. POC at bank and telephone number.
- h. Bank phone number.
- i. Location of Bank.
- j. Name, phone number (DSN and Commercial) of individual authorizing EFT.